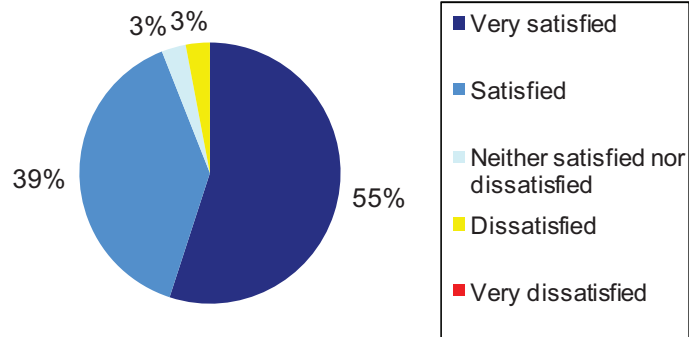


III – JPO Satisfaction Results

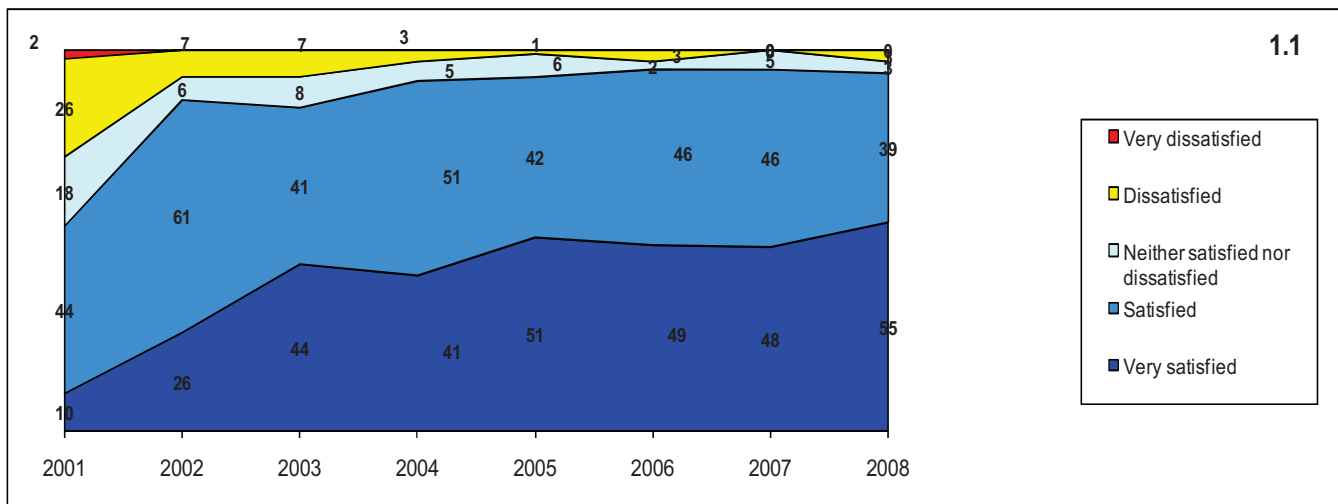
Section 1 – Recruitment and Entry on Duty procedures

1.1 How satisfied were you with the information you received from the JPO Service Centre (JPOSC) in the preparation for your Entry on Duty?

1.1

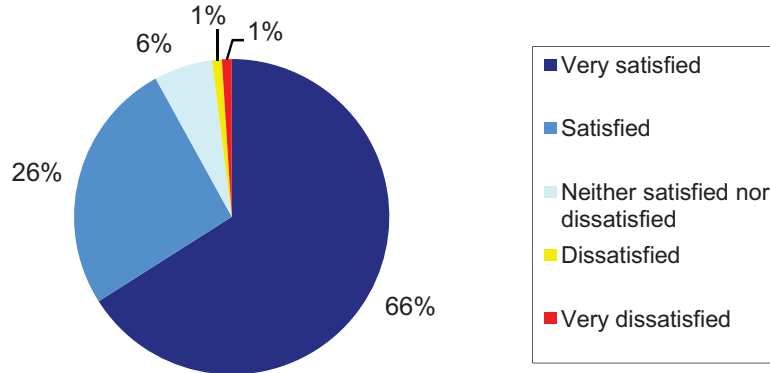


	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
2008 results 88 answers (48/34/3/3/0)	55%	39%	3%	3%	0%
2007 results 56 answers (27/26/3/0/0)	48%	46%	5%	0%	0%
2006 results 65 answers (32/30/1/2/0)	49%	46%	2%	3%	0%
2005 results 72 answers (37/30/4/1/0)	51%	42%	6%	1%	0%
2004 results 64 answers (26/33/3/2/0)	41%	51%	5%	3%	0%
2003 results 83 answers (36/34/7/6/0)	44 %	41 %	8 %	7 %	0 %
2002 results 70 answers (18/43/4/5/0)	26 %	61 %	6 %	7 %	0 %
2001 results 133 answers (13/59/24/34/3)	10 %	44 %	18 %	26 %	2 %

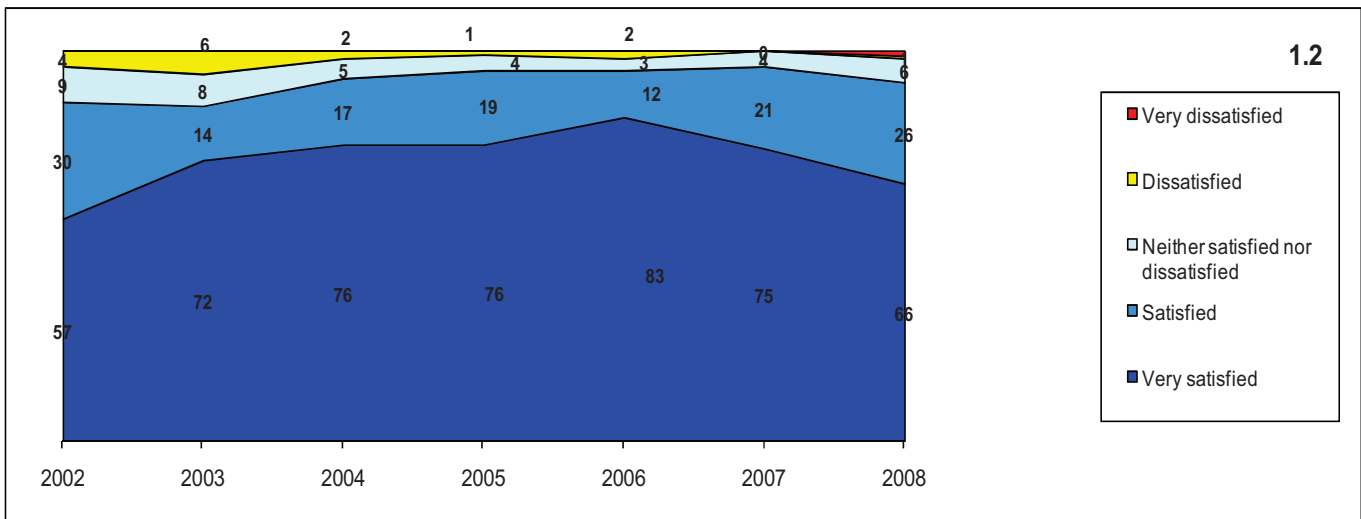


1.2 How satisfied were you with the responsiveness of your contacts in the JPOSC in the course of your recruitment process?

1.2

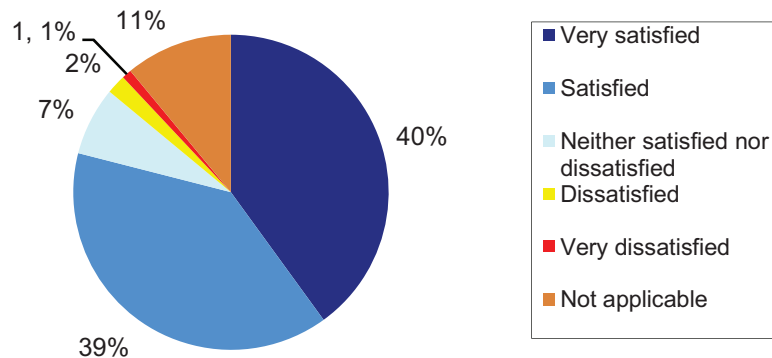


	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
2008 results 88 answers (58/23/5/1/1)	66%	26%	6%	1%	1%
2007 results 56 answers (48/12/2/0/0)	75%	21%	4%	0%	0%
2006 results 65 answers (54/8/2/1/0)	83%	12%	3%	2%	0%
2005 results 72 answers (54/14/3/1/0)	76%	19%	4%	1%	0%
2004 results 64 answers (49/11/3/1/0)	76%	17%	5%	2%	0%
2003 results 84 answers (60/12/7/5/0)	72 %	14 %	8 %	6 %	0%
2002 results 70 answers(40/21/6/3/0)	57%	30%	9%	4%	0%

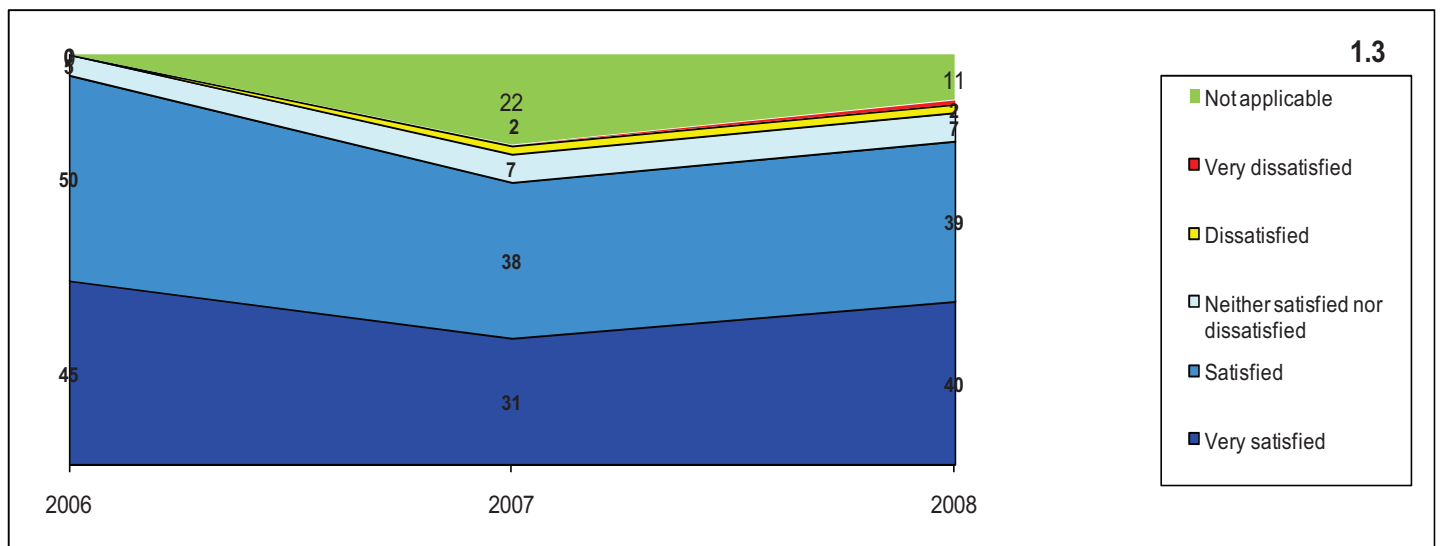


1.3 How satisfied are you with the pre-departure briefing visit to the JPOSC?⁸
(only for JPOs who visited the JPOSC in Copenhagen prior to their arrival at the duty station)

1.3



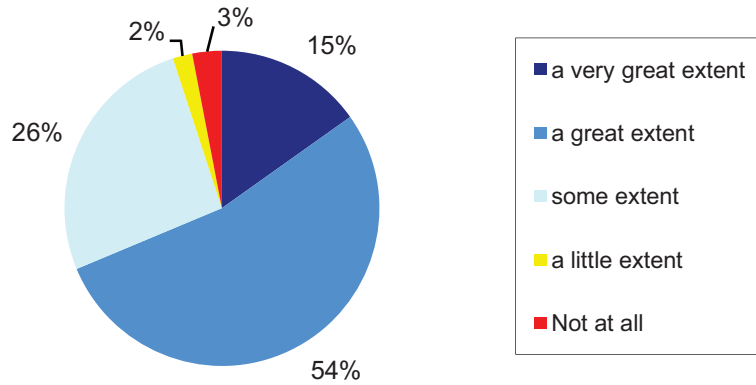
	Very satisfied	Satisfied	Neither satisfied/dissatisfied	Dissatisfied	Very dissatisfied	Not applicable
2008 results 88 answers (35/34/6/2/1/10)	40%	39%	7%	2%	1%	11%
2007 results 55 answers (17/21/4/1/0/12)	31%	38%	7%	2%	0%	22%
2006 results 57 answers (20/22/2/0/0)	45%	50%	5%	0%	0%	



⁸ Added to the choice of answers: "Not applicable"
 2008 JPO Satisfaction Survey

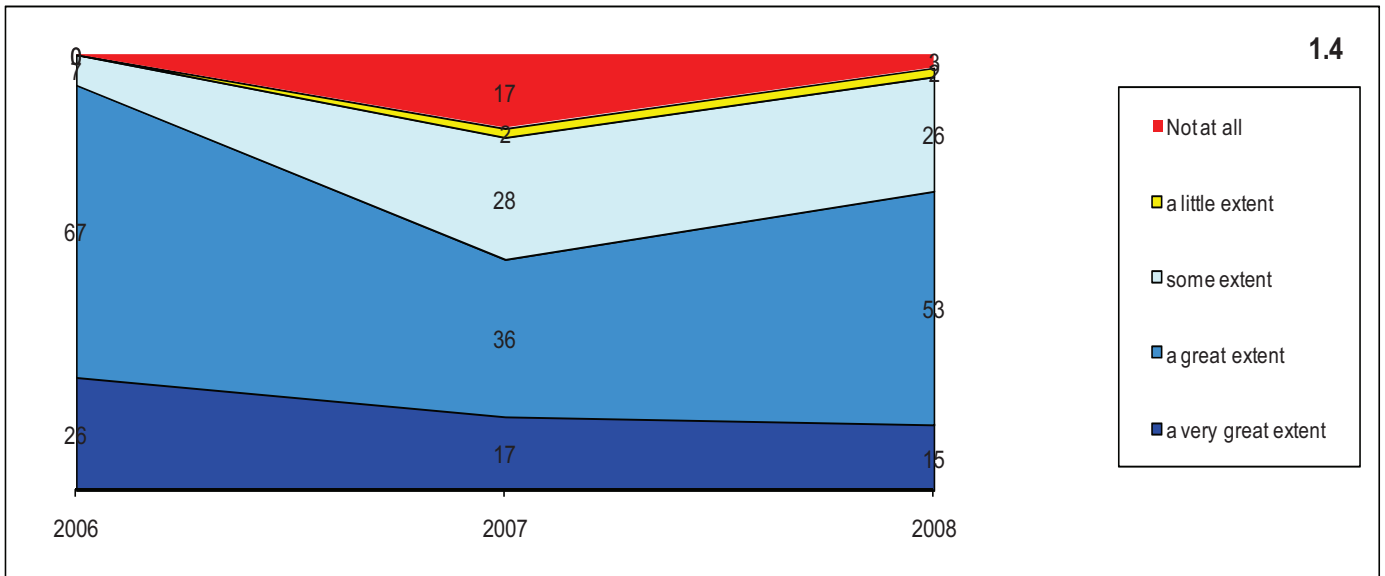
1.4 To what extent did the pre-departure visit to the JPOSC cover all your information needs?
(only for JPOs who visited the JPOSC in Copenhagen prior to their arrival at the duty station)

1.4



	A very great extent	A great extent	Some extent	A little extent	Not at all
2008 results 88 answers (13/47/23/2/3)	15%	53%	26%	2%	3%
2007 results 53 answers (9/19/15/1/9)	17%	36%	28%	2%	17%
2006 results 54 answers (11/29/3/0/0)	26%	67%	7%	0%	0%

1.4



1.5 Please add your comments and suggestions for additional information/briefings, which would be useful to include into the pre-departure visit to the JPOSC?⁹
(only for JPOs who visited the JPOSC in Copenhagen prior to their arrival at the duty station)

“Coordination between the pre-departure briefing and the one we got at the Danish MFA. Maybe one representative from JPOSC could attend the MFA briefing for one hour or so...”

“Information pertinent to duty station - contacts of JPOs based in duty station. One additional day for a general overview of agency work, structure.”

“Briefing on the ATLAS system would be useful prior to assignment.”

“Due to flight connections, at least in my experience, one day of DSA is not enough to cover for the staying. It takes at least two days, arriving the day before the briefing and leaving the day after, because after 16:00 there are no more flights.”

“I found my visit to Copenhagen very useful and the best way to get in touch with the people who are looking after you in your duty station.”

“Apart from the briefing in the JPOSC, it would be very interesting to have a pre-briefing in the UN agency where we are recruited. In the duty station, there is permanent contact with the Headquarters and it would help to have a first contact before arriving in the duty station.”

“Maybe try to prepare JPOs for the likely situation that there will be limited introduction at the Duty station, meaning you have to be ready to be up and running from the first day you arrive. In principle it might be good to clarify that there is a risk that the excellent introduction given by JPOSC might be in stark contrast to the intro given at the Duty Station (to avoid false expectations of continued support).”

“The pre-departure briefing was interesting, but not really necessary. In my view, a web-conference or a simple email could have served the same purpose.”

“I attended the YPO preparation Course in Turin at the UNSSC for two weeks and it was well organized from an excellent staff very willing and nice. The general preparation given was excellent.”

“I attended the PPO course in Turin.”

“To provide information about the entitlements and trouble-shooting strategy to JPOs who are under UNDP contract, BUT are given on loan to another UN Agency, [...]”

“Specific procedures about leave, reimbursement and training.”

“The only thing I missed is having more accurate and up-to-date information about the status of the office I was landing in. Many changes had occurred between the definition of ToRs and my arrival and no one seemed to be aware. A more effective communication flow between the JPOSC and the duty station would have saved surprises to me...”

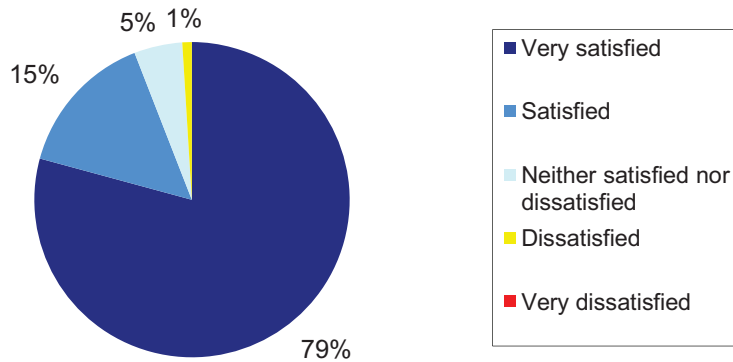
“Brief us about the Prince 2 exam.”

“Longer briefings on entitlements, RCA system.”

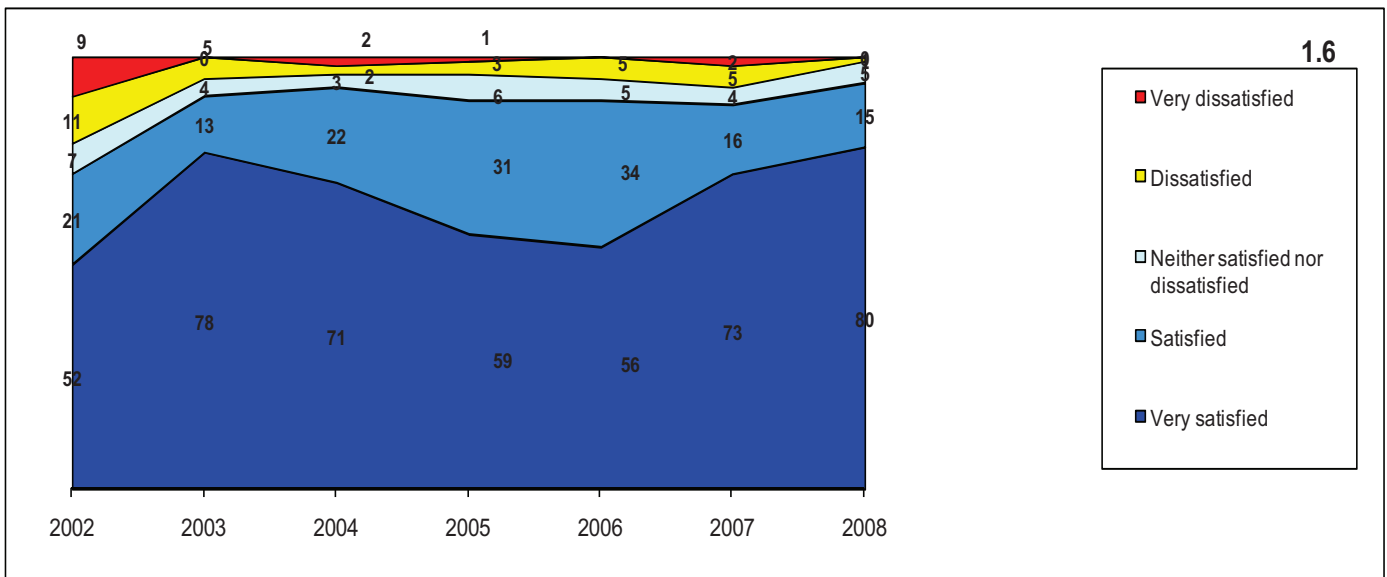
⁹ Former question: “Suggestions for additional information/briefings to be included into the pre-departure visit to the JPOSC? (only for JPOs who visited the JPOSC in Copenhagen prior to their arrival at the duty station)”.

1.6 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?

1.6

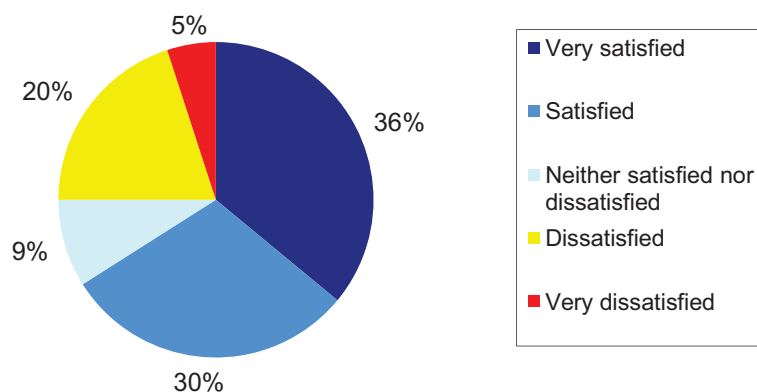


	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
2008 results 88 answers (70/13/4/1/0)	80%	15%	5%	1%	0%
2007 results 56 answers (41/9/2/3/1)	73%	16%	4%	5%	2%
2006 results 65 answers (37/22/3/3/0)	56%	34%	5%	5%	0%
2005 results 64 answers (43/22/4/2/1)	59%	31%	6%	3%	1%
2004 results 64 answers (49/11/3/1/0)	76%	17%	5%	2%	0%
2003 results 84 answers (66/11/3/4/0)	78 %	13 %	4 %	5 %	0 %
2002 results 70 answers (36/15/5/8/6)	52 %	21 %	7 %	11 %	9 %

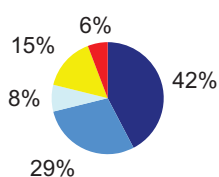


1.7 How satisfied were you with the timeliness of payments made to you in respect of assignment grant and DSA upon arrival at the duty station?

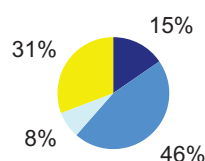
1.7



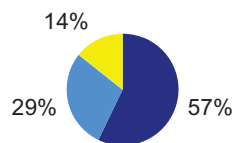
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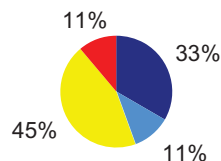
UNFPA



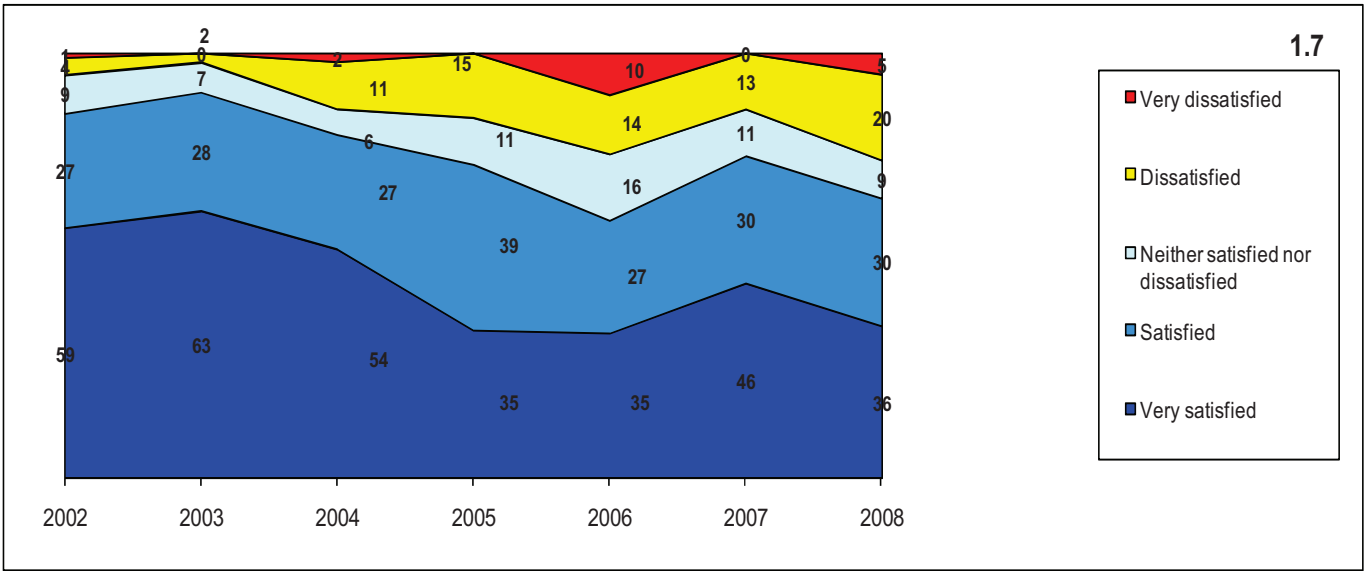
WHO



UNAIDS

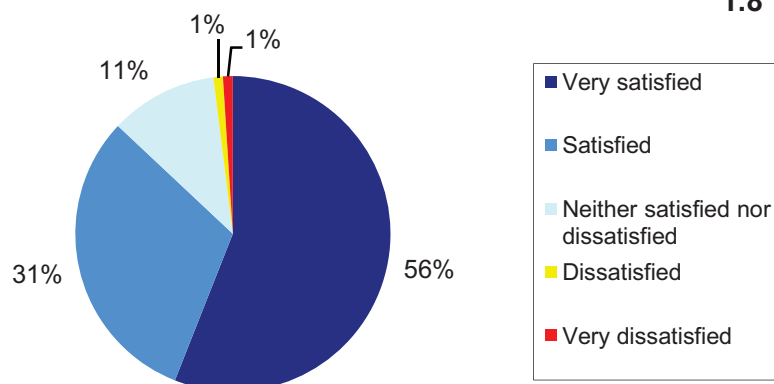


	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
2008 results 88 answers (32/26/8/18/4)	36%	30%	9%	20%	5%
2007 results 56 answers (26/17/6/7/0)	46%	30%	11%	13%	0%
2006 results 63 answers (22/16/10/9/6)	35%	25%	16%	14%	10%
2005 results 71 answers (25/27/8/11/0)	35%	39%	11%	15%	0%
2004 results 64 answers (35/17/4/7/1)	54%	27%	6%	11%	2%
2003 results 83 answers (52/23/6/2/0)	63%	28%	7%	2%	0%
2002 results 70 answers (41/19/6/3/1)	59%	27%	9%	4%	1%

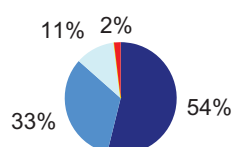


1.8 How satisfied were you with the timeliness of payments made to you in respect of your first salary (actual salary or salary advance)?

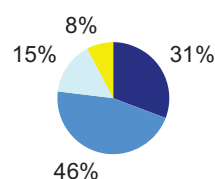
1.8



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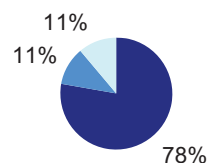
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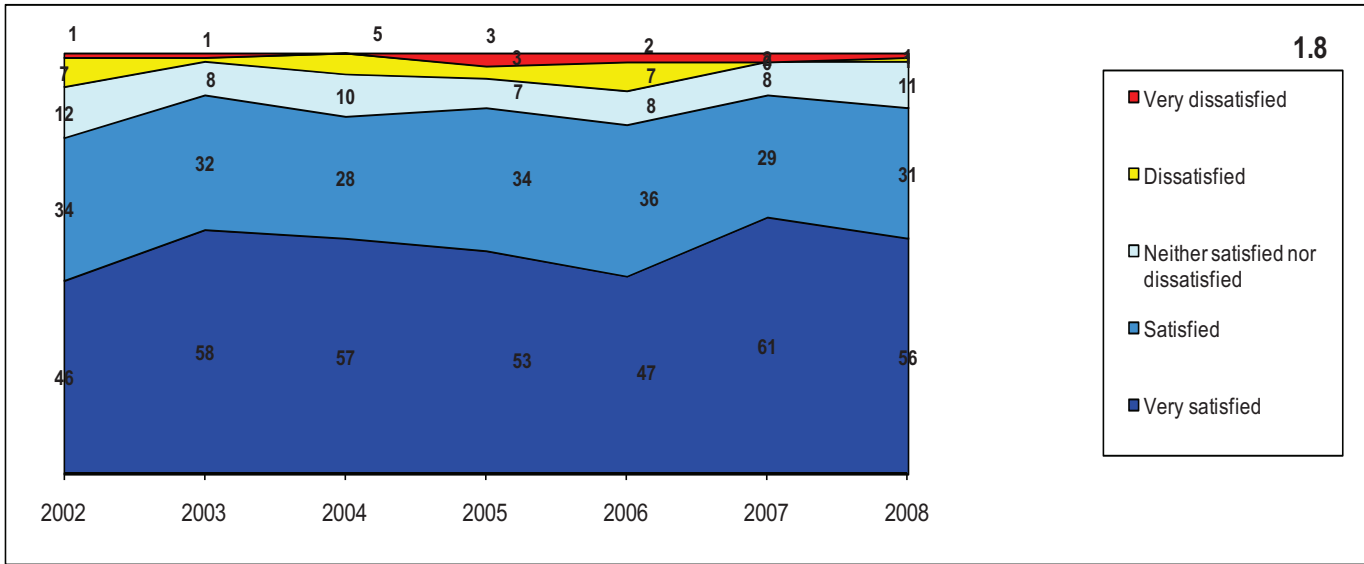
WHO



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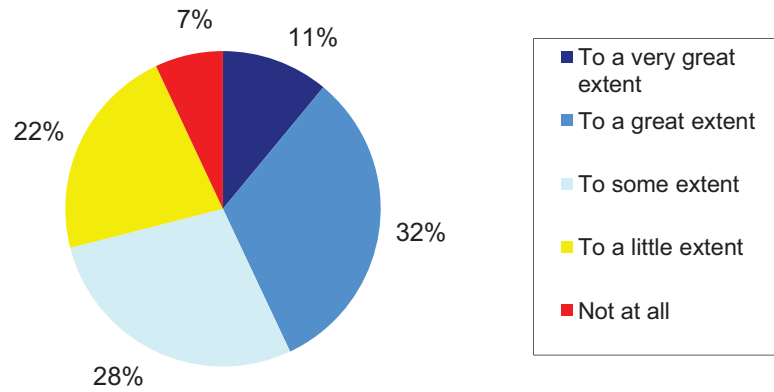


	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
2008 results 88 answers (49/27/10/1/1)	56%	31%	11%	1%	1%
2007 results 51 answers (31/15/4/0/1)	61%	29%	8%	0%	2%
2006 results 61 answers (29/22/5/4/1)	47%	36%	8%	7%	2%
2005 results 68 answers (36/23/5/2/2)	53%	34%	7%	3%	3%
2004 results 63 answers (36/18/6/3/0)	57%	28%	10%	5%	0%
2003 results 78 answers (45/25/6/1/1)	58%	32%	8%	1%	1%
2002 results 68 answers (31/23/8/5/1)	46%	34%	12%	7%	1%

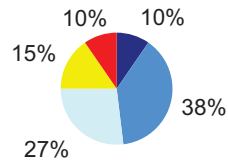


**1.9 To what extent did you feel that your duty station was prepared for your arrival?
(Were office space and equipment made available? Were introduction rounds in the office planned for? Was your supervisor clear about his/her expectations of you?)**

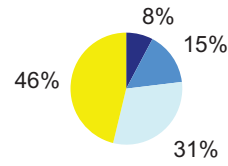
1.9



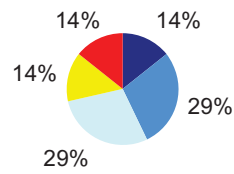
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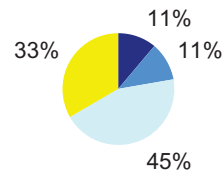
UNFPA



WHO



UNAIDS



	To a very great extent	To a great extent	To some extent	To a little extent	Not at all
2008 results 88 answers (10/28/25/19/6)	11%	32%	28%	22%	7%
2007 results 55 answers (14/12/13/11/5)	25%	22%	24%	20%	9%
2006 results 64 answers (7/20/23/7/7)	11%	31%	36%	11%	11%
2005 results 43 answers (8/10/10/10/5)	13 %	21%	33%	23%	13%
2004 results 58 answers (6/20/23/6/3)	10 %	34 %	41 %	10 %	5 %
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
2003 results 84 answers (9/25/23/19/9)	11%	30 %	28 %	20 %	11 %
2002 results 70 answers (13/21/13/14/9)	19%	29 %	19 %	20 %	13 %
2001 results ¹⁰ 130 answers (24/39/34/24/9)	19 %	29 %	26 %	19 %	7 %



¹⁰ 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?"
2008 JPO Satisfaction Survey

1.9.1 If applicable, which difficulties did you face?

"I did not receive any work tasks until after the PPO. The introduction period (read: time where I would stare into the wall) was too long and lacking focus. The introduction plan prepared by HR was not followed. It would have been nice that the CO prepared a prioritised list of important documents to read (i.e. Strategic Plan, Gender Equality Strategy, POPP, etc.)."

"At my duty station, it took a long time to open a bank account, which led to de-pay of receipt of DSA upon arrival. The duty station can register Vendor form and etc, prior to arrival."

"The Representative had changed in between my recruitment and arrival, and had completely different ideas for my position which had not been mentioned to me before my arrival. There was little to no support in terms of assisting a foreigner to settle in. It was unclear what were the duties of the office to assist me in these matters."

"Other unit's response. I still haven't got other unit chief's briefing. I don't know what is going on in other units."

"My supervisor was not clearly identified; no one has told me what is expected from me. I was not given any documents (apart from the project document) to read, I was not given a briefing on UNDP's work in the country..."

"No introduction rounds or emails. People in field offices were surprised even to hear from me. Briefings were not many. No designed induction programme for me (for some other staff yes), I had to draw it up for myself and in the end I did not even have time to talk with all staff members individually, only some. The most important would have been to provide reading materials and briefing notes (which was done to the new Resident Representative) before arrival. I received one although I asked. Even after arrival I did not receive enough reading materials. Finding them has taken time. Logistically I think they were prepared but substance-wise not so much."

"There was no introduction to people or duties, nor much time to give it when requested. The only guidance was the very covering job description, prepared 18 months ago."

"The chief was not fully aware of my duties and position. There is a gap between what is expected from the programme I belong to and the management. There was not enough room to accommodate staff so I share a room with 4 other people while others have their own room or only one person to share a room."

"I received my assignment grant and DSA after I had stayed about three weeks at the duty station due to a lack of coordination between JPOSC and the local UNDP."

"I did not have an office space prepared, but they are preparing it."

"No office space and equipment at beginning (first month)."

"I did not get any help opening up an account, which was a complex process because as a foreigner I needed some types of documents that could take weeks to get. Without a local account I could not be paid, this made my life more difficult since I had to pay two months of rent up front plus hotel expenses, etc...."

Another thing was the lack of support getting a cell phone. As a foreigner I cannot buy a cell phone (even pre-paid), I need to have a national get it for me. The office did not offer to help even if I had requested it, so I ended up asking my daily taxi driver...."

"Supervisor was not clear at all about my original TORs."

"Although it was warned in advance, people in the office do not know how to deal with JPOs, especially in terms of HR-related issues. E.g., what to do with health insurance, how to register a JPO in the LRC website or Atlas, etc. So taking online courses and having access to Atlas help greatly in the first 2-3 weeks to get on the track gradually while the workload is relatively low. But what actually happened was that these things took several weeks to be solved and by the time I had an access to online ethics course, for example, I was already getting busier and it was difficult to find the time to do it."

“So more seamless transitions in terms of 1) short briefing or at least acknowledgement to relevant HR/IT persons about JPOs arrival and 2) access to some of the essential systems in the organization would be helpful.”

“A day after I have reported to the office, we were asked to stay away from the office, due to the security alert. Since then, everything is in chaos...
I received my DSA / assignment grant one month later, and after nearly two months, still no computer, no security briefing, no ID card. I should think I came on the wrong time.”

“[My country office] is a big office and thus administrative tasks are assigned to many different people. As a result I had to deal with 50 different people for different paper works and processes and it took more than 3 months to complete all the administrative requirements (which are not related to my own works).”

“The office was not aware of the roles of the JPOs. They considered me as an intern or somebody on training. Some believed that I am a person from Headquarters to report their performance.”

“The office was not prepared for my arrival, no introduction rounds, my immediate supervisor seemed unclear about what functions I was to perform in the office and had not been informed about my background and qualifications. Hence, I have ended up in a solely backstopping role with no clear responsibilities.”

“No welcome, wrong office address, no office space, no computer. Rounds planned but staff on annual leave...”

“There was a problem with my TORs.”

“1- It should be ensured that the terms of reference of the JPO are updated by the time of his/her arrival at the duty station. The initial terms of reference I got were prepared one year before I joined [the organization], meaning that they were not adapted to the needs when I arrived. It took me more than half a year to be clear about my duties and for the rest of the team to know what I was supposed to do.”

“There is no difficulty now. The only thing is that I have to wait until January for the establishment of my concrete Terms of Reference. The Office is in a process of change, thus I only know that I’m going to be assigned to the Gender Based Violence area, but nothing more (my terms of reference were very general). But it is ok for me now. If this continues in January... I have my own space, computer equipment...”

“ToRs have not been respected at UNDP national level. Functions and responsibilities have been understood from a UNDP perspective not respecting the UNCDF component and independency. Changes and reorganization of duties have been established without including UNCDF.”

“It would have been nice with more introductions to the work of the office and more clarity on my role as JPO.”

“No introduction to the office, projects and colleagues, no computer (it took 2 to 3 weeks to have it installed), no authorizations to access information or information of where to find information, no clear expectations for my tasks, the supervisor was absent the first month and no other person was indicated as supervisor in the meantime.”

“My TORs were changed several times, including the Supervisor I was assigned to. My current TORs do not correspond very much with my previous experience or area of expertise. There are no archives and very little information from my predecessor and no one who seems to be able to brief me on her work.”

“Came in a very busy period of the year, and was requested just to jump in after short briefing, and had to organize most introduction meetings with other UN agencies and UNDP unit heads myself. But in a welcoming and open atmosphere.”

“No office and equipment available upon arrival leading to final installation after two weeks. No formal introduction rounds with colleagues upon arrival.”

"My first supervisor retired one month and a half after my arrival and was not available by the time of my arrival to discuss ToRs and workplan..."

"Administration, responsibilities (who deals with what)."

"Many briefings did not take place as promised."

"I had to track down office equipment myself and make sure I had everything I needed. I still do not have basic equipment (drawers, for instance) two months into my assignment. Introduction rounds were a bit haphazard and only happened because the outgoing fellow took me around on my first day. However, my new supervisor (I switched a week after I got here) was excellent - we went through my ToRs and revised them and discussed what I would be doing, etc."

"My UNLP come very late to me, DSA of my arrival paid after one month. The briefing with my supervisor took place after 2 weeks and not clearly orientation."

"I did not have any difficulties at all."

"There was no formal introduction to the work of the organization (partners, tasks etc); no welcome package with information. It was not clear what I was expected to do (I myself had to give a presentation on what I thought I should do after a few weeks in the office)."

"My supervisor was not here the first day and I only managed to meet with him for five minutes the first week I was here. But the office is busy with two people leaving just before I arrived. Expectations of me and my ToRs are still very unclear. Since this JPO position is a new position, my ToRs are not clear and I am making it up as I go along."

"After two months since my arrival, I'm still working on my personal laptop, since the office hasn't been able to provide me with the promised office computer. This is supposedly due to a budgetary revision problem taking time before the chartfield can be communicated to the procurement office. The computer has still not been ordered at this moment. It will probably take another month before the work station will be available."

"There could have been a provision of documents related to the portfolio at arrival. Additionally, more discussion of responsibilities and expectations from the supervisor would have been a benefit. More time for training/reading during the first two months would have been helpful, as I was thrown directly into packed 11-12 hour work days."

"First and foremost, I am not sure whether my then supervisor (has changed in the meantime) knew what the task of supervisor entailed. This meant that there was limited introduction to the content of the work. Instead it was learning by doing which was super-hard although beneficial for the learning curve. The first real feed-back I received to my work was four-five months after my arrival when the supervisor was about to leave. Until then it was difficult to know whether I was doing a good job or not. On the other hand, I have received very good support and guidance from the DRR."

"[My duty station was] quite confused with my arrival. Only my supervisor knew of my arrival and the rest of the staff was clueless. However I settled in quite well after a while. I think it is good that there are clear expectations of the JPO at the duty station, the ToRs provided can be revised in advance."

"Upon arrival I did not have a proper office space nor was my IT work station set up. My predecessor had left before I joined and my supervisor had only recently joined herself. Consequently, it took me a while to find my way into the new assignment."

"There was no communication between HR-UNDP [...] and HR-WHO [...]. Therefore, I experienced some problems, such as to make sure which Country Office was in charge for processing my documents such as ID and national driving license. Further, I was not clarified about my entitlements. Only when UNDP-DK clarified to both country offices, I was able to start having things done."

"My supervisor welcoming was excellent. He introduces me very attentively to the new job, he followed up my starting settlement and he gave to me a satisfactory logistical support; but, because of his leaving for planned holidays, after just one week from my arrival, I had to face with new system, which I work for, without any support and make a big effort to get into at a

suitable level, understand all the details of the UNCDF programmes, [...] and deal with UNDP programmes procedures more than I was expected and without any specific briefings in order to get enough information, to be able to manage appropriately the tasks given to me.”

“Less people available between Christmas and New Year.”

“Locally disbursed funds need a lot of follow-up before actually being disbursed.”

“HR assistant did her job, but upon arrival I realized another person had been hired to assume the tasks and responsibilities in my ToRs! This was upsetting. My meant-to-be supervisor did not plan my arrival at all, and I had the feeling I was redundant the minute I arrived. I am now trying to re-direct my assignment into something interesting for me and where I can be useful for the office, but despite the confusion was the office’s (and NOT mine), I think more room for manoeuvre and flexibility should be allowed for me settle professionally at the office.”

“No induction. The needs of the CO seems to have changed between the development of the ToRs under which I have been hired and the time I joined the Country Office:

- The specifications of the TORs set up by this CO at the time of my recruitment and for which I was hired, have not been matching with the tasks assigned to me since the beginning of my mission (secretarial or administrative tasks)

- The changing needs of the office haven’t been reflected through the provision of new ToRs.

- The supervisor did not indicate any interest in the ToRs (neither in my professional and educational background) nor in the need of developing a new set of ToRs more adequate to the needs of the practice.

Moreover the supervisor did not explain the objectives and expectations out of my work, and to this day there are no RCA to be referred to.

The lack of revised ToRs (or interest in revising them) have had a deep impact on my duties (being relegated to administrative tasks as already mentioned), curtailing the possibility of supporting other practices and seriously limiting to work.....

No time for meeting.

Confusion between JPO and free employee/first work experience...

Lack of knowledge management.”

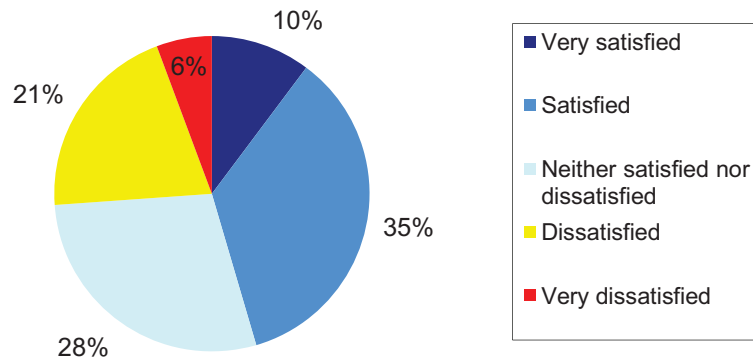
“I did not have a computer nor a place assigned for me until 15 days passed over...regarding my supervisor, he was on leave for the first 15 days so I felt a bit lost at the beginning as well. Later on, things went well.”

“Ongoing restructuring of CO makes it difficult to define responsibilities. In these circumstances, my arrival can be seen as a threat by some colleagues.”

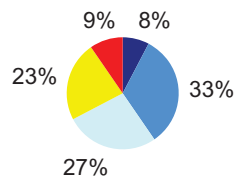
“The cubicle office space was still occupied when I arrived, it took days to get a (mini) computer and phone, a week to get official e-mail, 3 weeks to get a monitor and keyboard and access to UNDP intranet, and I am not yet hooked up to the server after 5 weeks. Nobody thought about my responsibilities, when I try to ask/discuss about them, I only get immediate tasks that are not at all adequate to my professional level, but rather secretarial/intern tasks, and I chose 2-3 months to reach an agreement with my supervisor, because I try to be optimistic, but I do not have an agreement yet. Although I understand that one is tested during the first weeks, I do not find it adequate to have him say: “We are testing you, and you have already passed the first test, so let’s see how clever and fast you are with the next tests!”. I have never experienced something like that and I am not sure if this is a form of harassment, but at least I feel humiliated by this and other utterings (e.g. “Hurry!”, while I was already performing much faster than he had expected, in front of colleagues). My TORs had changed before I started and I was informed of it during my third job interview, being asked if that frustrated me. Of course, you cannot admit that in a job interview, so I assume I had little to no say in that process. But I do not know yet because I do not know my TORs yet.”

1.10 How satisfied were you with the degree of logistical support provided by your duty station in the course of your "settling-in" period?

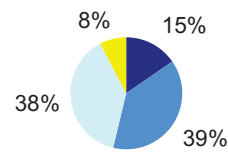
1.10



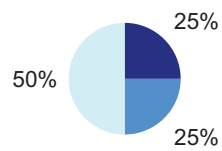
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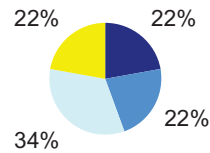
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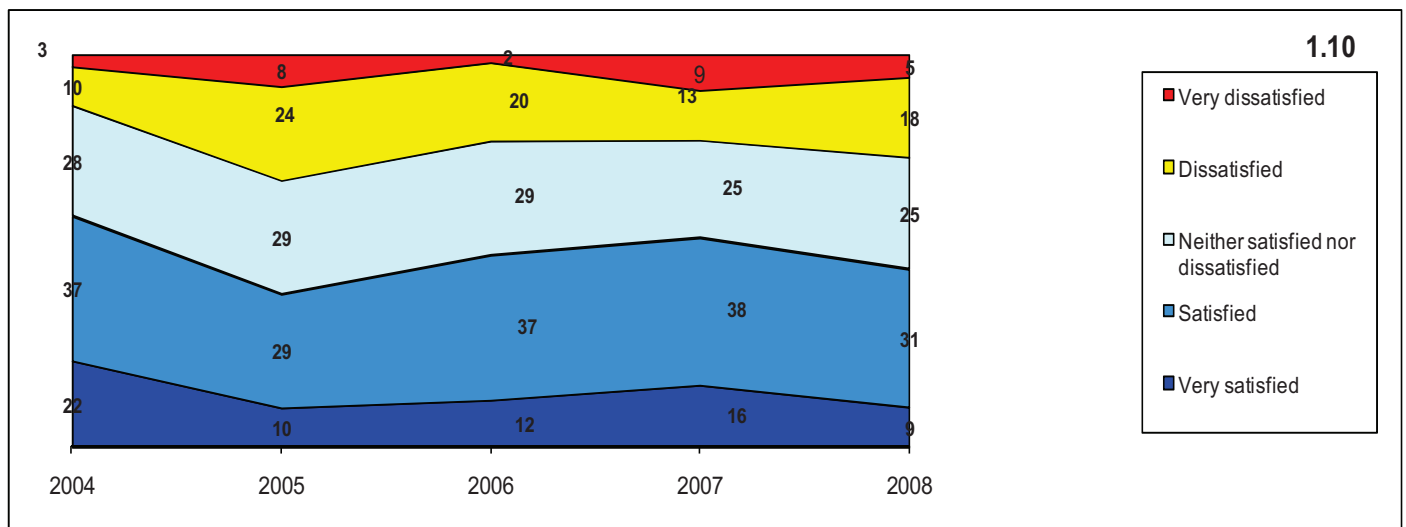
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UNAIDS



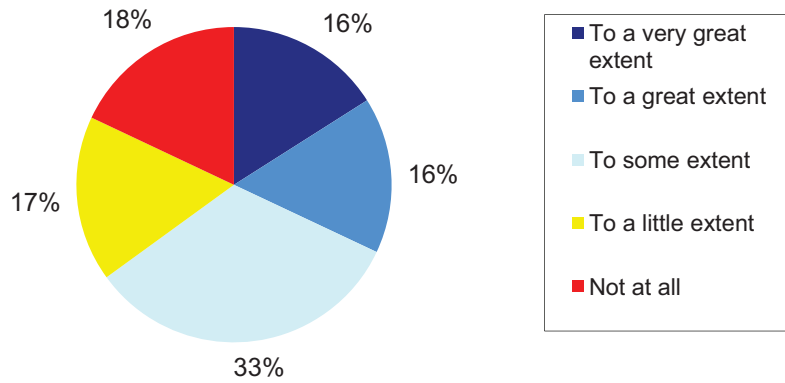
	To a very great extent	To a great extent	To some extent	To a little extent	Not at all
2008 results 88 answers (9/31/25/18/5)	10%	35%	28%	20%	6%
2007 results 56 answers (9/21/14/7/5)	16%	38%	25%	13%	9%
2006 results 65 answers (8/24/19/13/1)	12%	37%	20%	20%	2%
2005 results 72 answers (7/21/21/17/6)	10%	29%	29%	24%	8%
2004 results 58 answers (13/21/16/6/2)	22 %	37%	28 %	10 %	3 %
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
2003 results 84 answers (9/32/28/9/6)	11 %	38 %	33 %	11 %	7 %
2002 results 70 answers (15/24/16/9/6)	21 %	34 %	23 %	13 %	9 %
2001 results ¹¹ 130 answers (24/39/34/24/9)	19 %	29 %	26 %	19 %	7 %



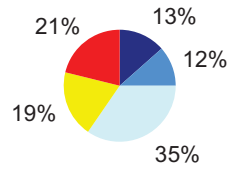
¹¹ Wording of the question in the 2001 Survey: "How would you rate the degree of logistical and substantive support provided by your duty station in the course of your "settling-in" period?"
2008 JPO Satisfaction Survey

1.11 To what extent, if at all, did your Terms of Reference change within the first few months following your arrival at the duty station?

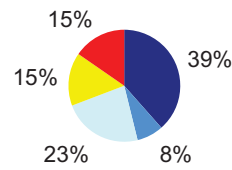
1.11



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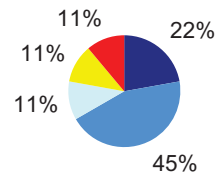
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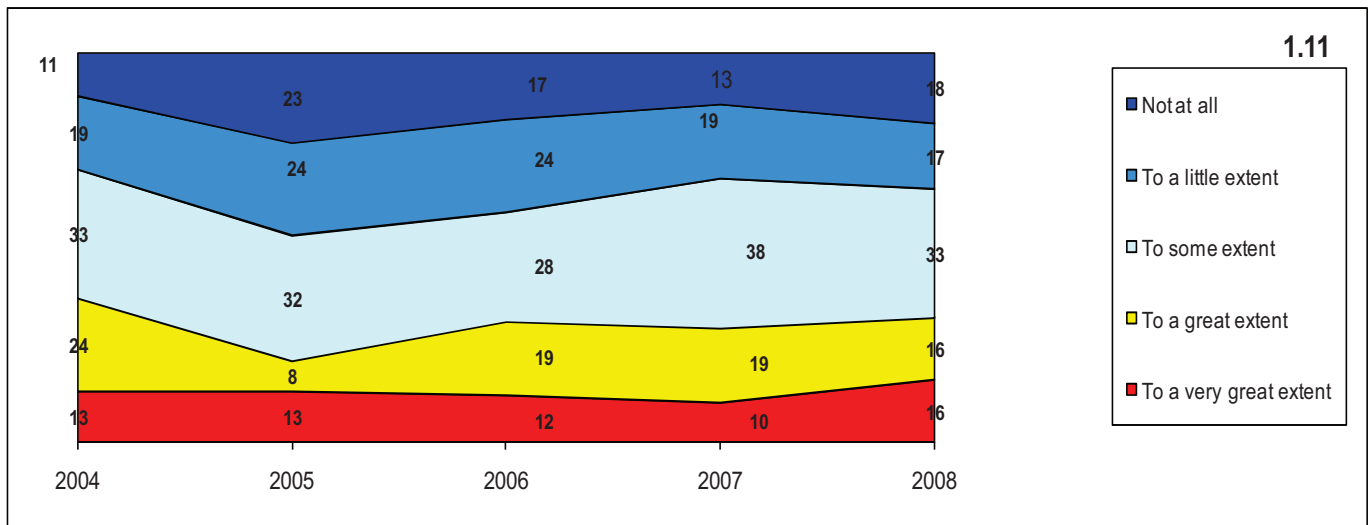
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UNAIDS



	To a very great extent	To a great extent	To some extent	To a little extent	Not at all
2008 results 88 answers (14/14/29/15/16)	16%	16%	33%	17%	18%
2007 results 52 answers (5/10/20/10/7)	10%	19%	38%	19%	13%
2006 results 59 answers (7/11/17/14/10)	12%	19%	28%	24%	17%
2005 results 62 answers (8/5/20/15/14)	13%	8%	32%	24%	23%
2004 results 56 answers (8/15/21/12/7)	13 %	24 %	33 %	19 %	11 %
	Yes		No		
2003 results ¹² 81 answers (35/46)	43 %		57 %		
2002 results 70 answers (36/34)	51 %		49 %		

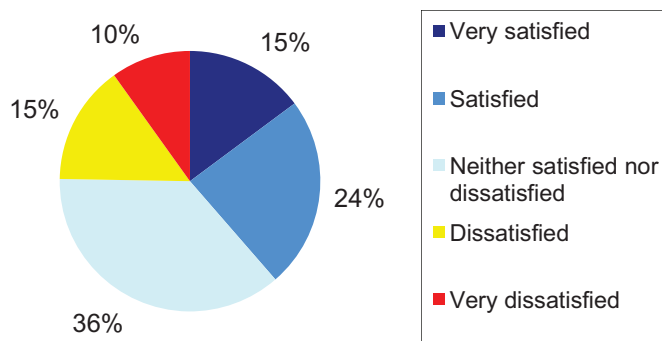


¹² Wording of the question in the 2002 and 2003 surveys: "Have your Terms of Reference been changed within the first few months upon your arrival at the duty station?"
2008 JPO Satisfaction Survey

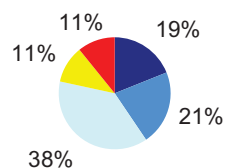
1.11.1

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

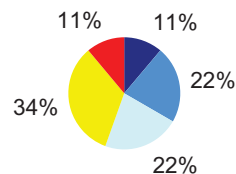
1.11.1



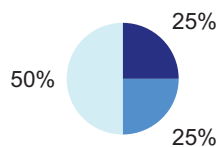
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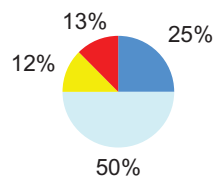
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WHO

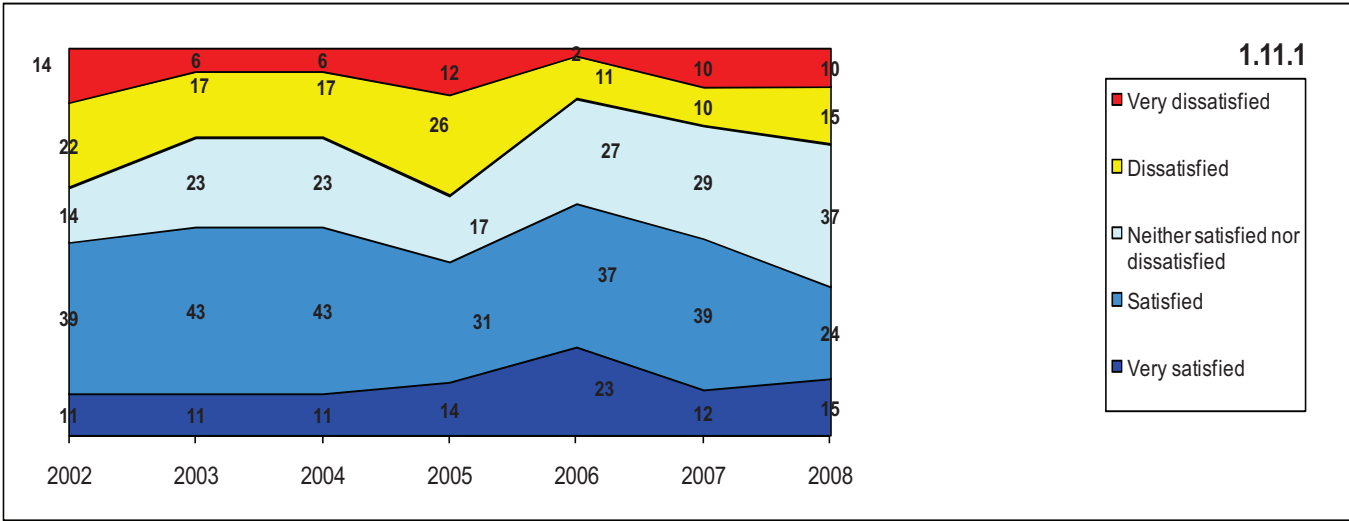


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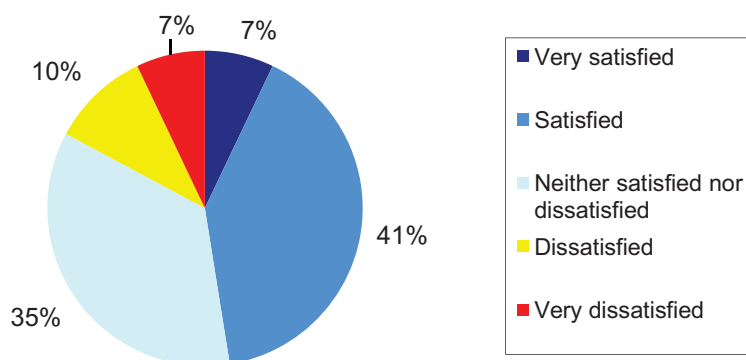
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
2008 results 62 answers (9/15/23/9/6)	15%	24%	37%	15%	10%
2007 results 41 answers (5/16/12/4/4)	12%	39%	29%	10%	10%
2006 results 44 answers (10/16/12/5/1)	23%	37%	27%	11%	2%
2005 results 42 answers (6/13/7/11/5)	14%	31%	17%	26%	12%
2004 results 54 answers (6/22/17/7/2)	11%	41%	31%	13%	4%
2003 results 35 answers (4/15/6/8/2)	11%	43%	23%	17%	6%
2002 results 36 answers (4/14/5/8/5)	11%	39%	14%	22%	14%

1.11.1

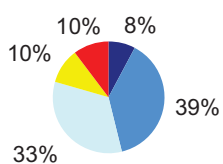


1.11.2 If changes occurred, how satisfied were you with them?

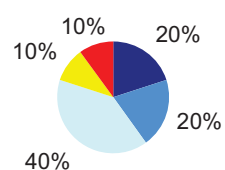
1.11.2



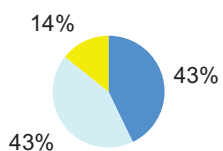
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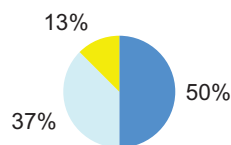
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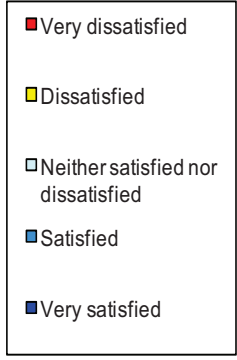
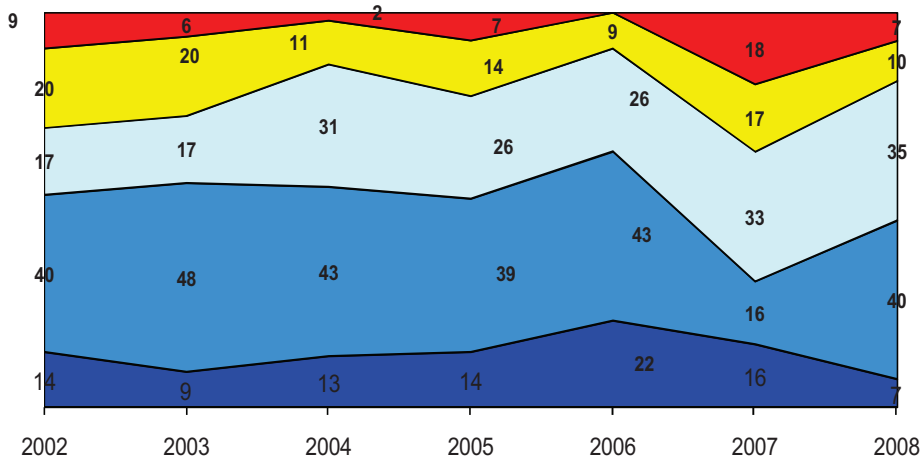


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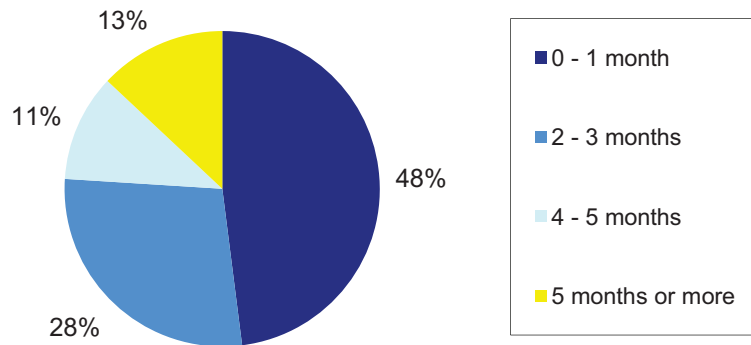
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
2008 results 68 answers (5/27/24/7/5)	7%	40%	35%	10%	7%
2007 results 43 answers (7/18/11/7/0)	16%	42%	26%	16%	0%
2006 results 46 answers (10/20/12/4/0)	22%	43%	26%	9%	0%
2005 results 43 answers (6/17/11/6/3)	14%	39%	26%	14%	7%
2004 results 55 answers (7/24/17/6/1)	13%	43%	31%	11%	2%
2003 results 35 answers (3/17/6/7/2)	9%	48%	17%	20%	6%
2002 results 35 answers (5/14/6/7/3)	14%	40%	17%	20%	9%

1.11.2

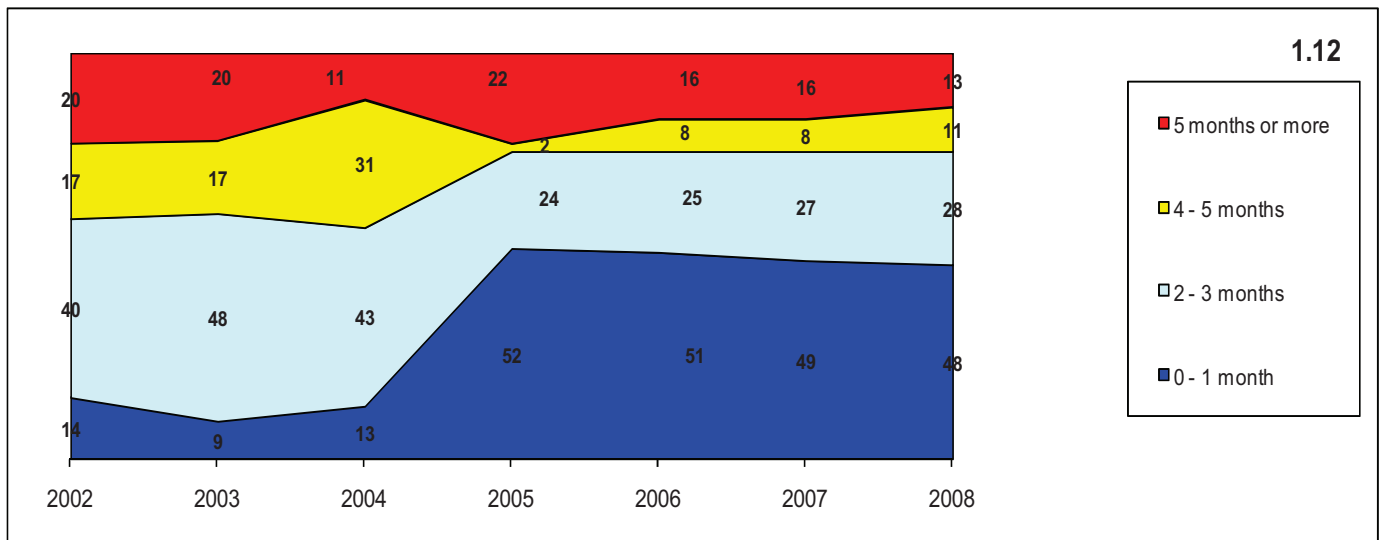


1.12 How much time elapsed from your start date until you had a clear agreement with your Supervisor on your tasks?

1.12

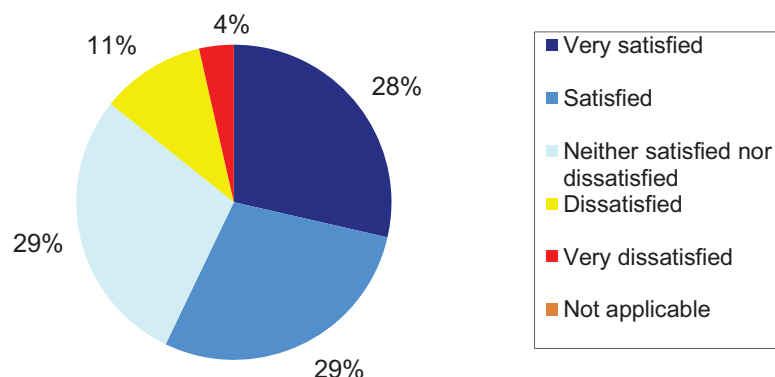


	0-1 month	2-3 months	4-5 months	5 months or more
2008 results 88 answers (42/25/10/11)	48%	28%	11%	13%
2007 results 51 answers (25/14/4/8)	49%	27%	8%	16%
2006 results 51 answers (26/13/4/8)	51%	25%	8%	16%
2005 results 46 answers (24/11/1/10)	52%	24%	2%	22%
2004 results 57 answers (29/13/8/7)	51 %	23 %	14 %	12 %
2003 results 76 answers (31/25/11/9)	41 %	33 %	14 %	12 %
2002 results 68 answers (32/15/10/11)	47 %	22 %	15 %	16 %

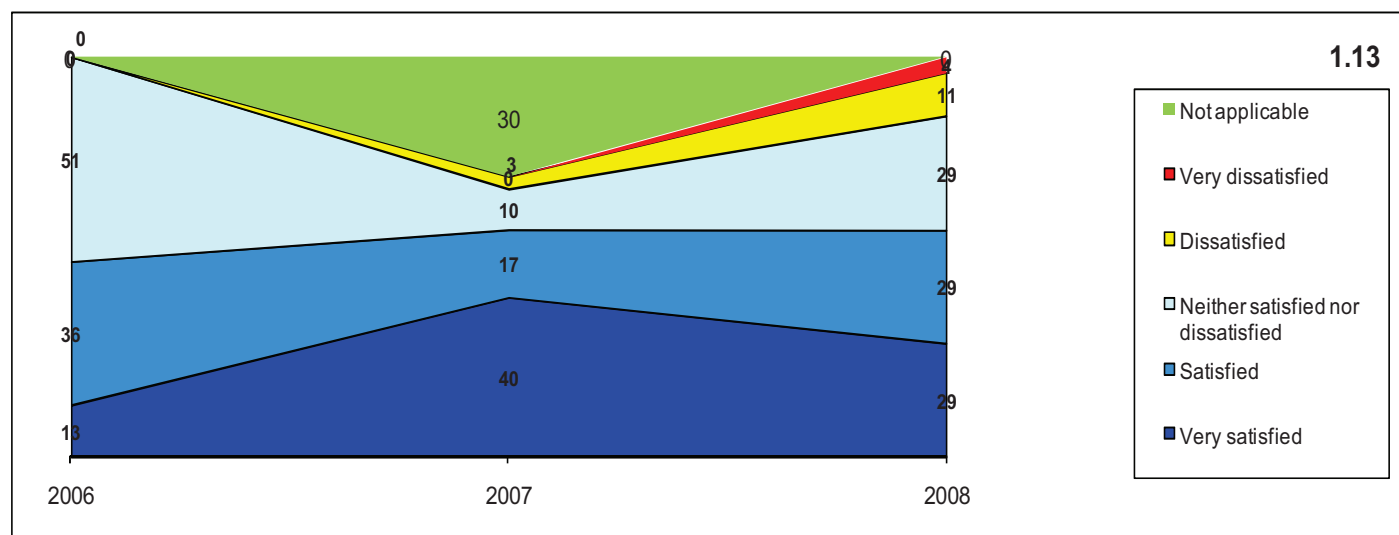


1.13 If applicable, how satisfied were you with the one-to-one counselling session organized by JPOSC in New York in connection with the PPO course (Programme Policy and Operations induction course)? (Only to be answered by UNDP JPOs)¹³

1.13



	Very satisfied	Satisfied	Neither satisfied/dissatisfied	Dissatisfied	Very dissatisfied	Not applicable
2008 results 28 answers (8/8/8/3/1/0)	29%	29%	29%	11%	4%	0%
2007 results 30 answers (12/5/3/1/0/9)	40%	17%	10%	3%	0%	30%
2006 results 53 answers (7/19/27/0/0)	13%	36%	51%	0%	0%	



¹³ Former question: "How satisfied were you with the one-to-one counselling session organized by JPOSC in New York in connection with the PPO course?"
Added to the choice of answers: "Not applicable"
2008 JPO Satisfaction Survey

1.14 Further comments regarding the recruitment and entry on duty procedures:

“JPOSC should call up each duty station to ensure preparation at duty stations or, the latter should require response from CO management to confirm all preparation.”

“There was no communication from the country office in between the interview and my arrival, despite the fact that they had experienced enormous changes in the office.”

“No one is clear about my role and different people have different expectations or no expectations at all. The problem does not lie on the senior staff only, but also on the more junior staff that does not always see JPOs as valuable professionals but rather as interns, senior management should have the responsibility to clarify this to avoid tensions in the team.”

“I am still very unhappy with the recruitment procedure and the lack of information and arrogant treatment from JPOSC. Based on this experience as well as the meeting with my focal point in NYC, I don't feel comfortable contacting JPOSC for help and support.”

“The ToRs were standard ToRs which I share with a colleague. However, the emphasis in work turned out to be something different from what I initially expected based on the ToRs and my colleague is now dealing with that part. Otherwise, the changes were OK but it seems that the job advertisement needs to be a bit clearer on what your tasks will be.”

“My immediate supervisor was not aware that I was coming on my EOD date. So, he seemed surprised on my arrival. Of course I was not assigned an appropriate office space until recently; since my immediate supervisor is also new and busy at the duty station, he didn't really introduce me to everybody; the timing of my EOD date was really bad, it was during long official holidays. I couldn't receive my assignment grant even after one month of my arrival.”

“The supervisor was new herself, so she had no clear picture of where I was supposed to fit in the picture. The duties assigned to me were those, where there occurs to be a gap in the office. Fortunately the new tasks were on a higher level and more interesting than the more secretarial duties in the original job description.”

“I think it is extremely important to be flexible the first months after EOD. Most new JPOs will experience that they are not being provided with enough supervision in the beginning and instead have to learn by doing.”

“I observe that the duty station provides logical support on need (learning by doing) basis, which means that I have to find out what I need and go ask them for help. It does not advise me proactively regarding the steps I have to take.”

“In my experience, the process was very flexible and helpful for me, although everything went very quickly. In this first month of assignment, the office has offered me the possibility of having enough time for personal issues and settlement (looking for an apartment, going to the Embassy...). The only thing is that I would have appreciated to have a little bit more of information about my assignment given by the Duty Station.”

“Almost everything is chaotic here. The boss is always travelling, nobody knows anything or they haven't time to explain you anything, you just read and read without understanding the strategy, the methodology, structure of the programs...”

“It could be fruitful to have a general manual for JPOs. Something stating that there is an intranet, that you need to ask to be put in common mailing lists, authorized to access Atlas, where procedures and rules of project management can be found etc. If the duty station does not provide an introduction this could be really helpful so that you can start asking before you are really in a need of taking action and your colleagues are too occupied with other tasks!”

“With regard to the one-to-one session: it seemed a bit like waste of resources to send someone to NYC to give exactly the same briefing we had in Copenhagen prior to departure. Secondly, without anything facing any larger challenges related to one's function as JPO, the counselling seemed to be something we were just obliged to do. It was on the contrary extremely useful to have chats with other JPOs about their working processes and daily frustrations and challenges.”

"ToRs that were drafted while before recruitment of JPOs (sometimes by persons that have left by time of arrival of JPO) should be revised before arrival of JPO to make sure that the JPO contribution is integrated in a clear unit workplan and not driven by ad-hoc/on-demand tasks. JPOSC should ensure that the JPO is awaited and that expectations from supervisor are clear and updated.

JPOSC should make sure that the JPO's meant-to-be supervisor is in place and is not to the point of leaving the office (in the case of a retirement, the departure is known in advance) during the first two to three months of JPO arrival..."

"Satisfied."

"It has been very easy for me because I had a turnover with the old JPO and we have been working together for 2 weeks."

"The one-to-one counselling session of the JPOSC staff was not good and did not seem very responsive to the issues I brought forward."

"As said earlier, the ToRs and the first targets in the PER should be set out directly. Mines were done after 10 months, nevertheless I know my duties but it seems like all the JPOs have very loose ToRs."

"The UN provides no support whatsoever when it comes to looking for housing or other simple advice. The UN Housing Unit is useless."

"[...] Concerning the EOD procedures I would like more support to face and complete all the bureaucratic procedures to get the Letter of Appointment."

"Limited information about rights (transport, new furniture and computer) and new communication about changes in TOR."

"I have never felt so well treated by Human Resources officers as I felt by JPOSC in Copenhagen. It would be good for the JPOSC to have more of a say on what JPOs are eventually doing at the duty stations."