

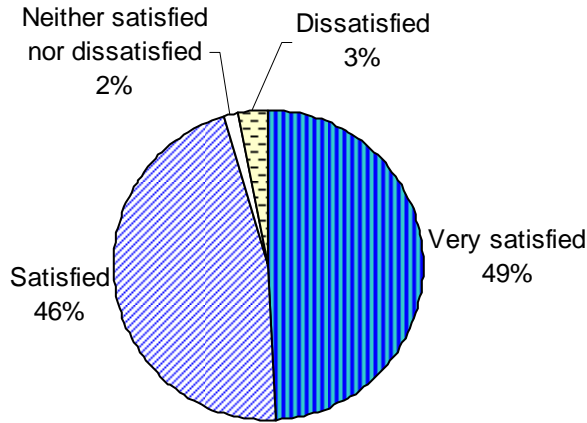


**JPO Service Centre  
Client Satisfaction Survey  
2006 JPO Questionnaire**

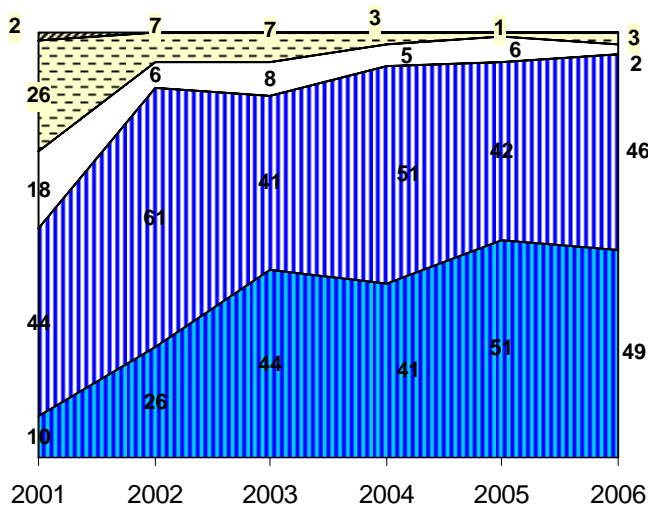
### III – JPO Satisfaction Results

#### Section 1 - Recruitment and entry on duty procedures

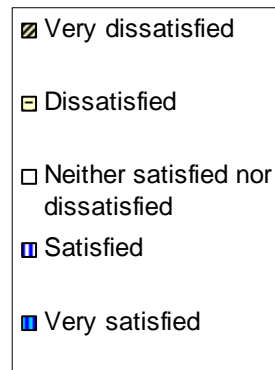
##### 1.1 How satisfied were you with the information you received from the JPO Service Centre (JPOSC) in the preparation for your Entry on Duty?



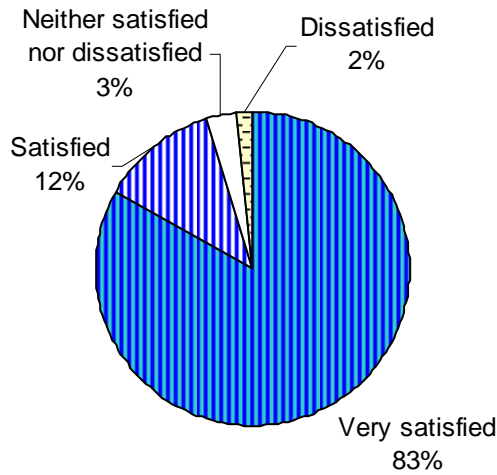
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2006 results</b> 65 answers (32/30/1/2/0)	49%	46%	2%	3%	0%
<b>2005 results</b> 72 answers (37/30/4/1/0)	51%	42%	6%	1%	0%
<b>2004 results</b> 64 answers (26/33/3/2/0)	41%	51%	5%	3%	0%
<b>2003 results</b> 83 answers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



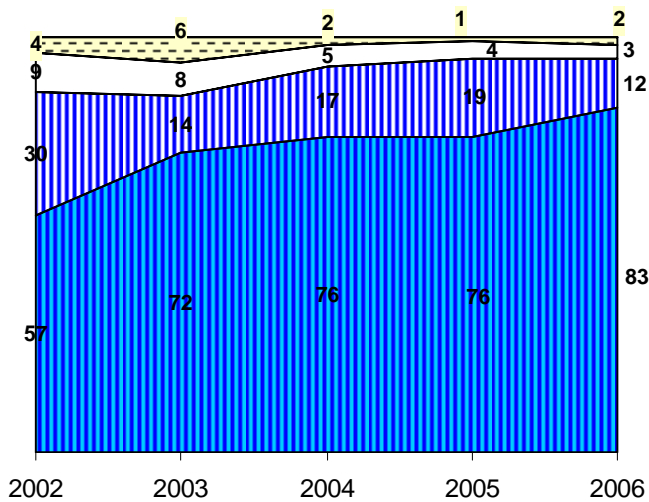
##### 1.1



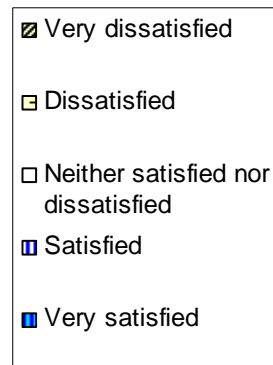
**1.2 How satisfied were you with the responsiveness of your contacts in the JPOSC in the course of your recruitment process?**



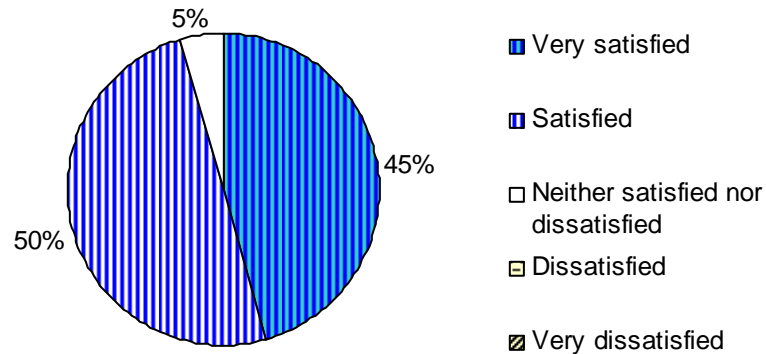
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2006 results</b> 65 answers (54/8/2/1/0)	83%	12%	3%	2%	0%
<b>2005 results</b> 72 answers (54/14/3/1/0)	76%	19%	4%	1%	0%
<b>2004 results</b> 64 answers (49/11/3/1/0)	76%	17%	5%	2%	0%
<b>2003 results</b> 84 answers (60/12/7/5/0)	72 %	14 %	8 %	6 %	0%
<b>2002 results</b> 70 answers(40/21/6/3/0)	57%	30%	9%	4%	0%



**1.2**

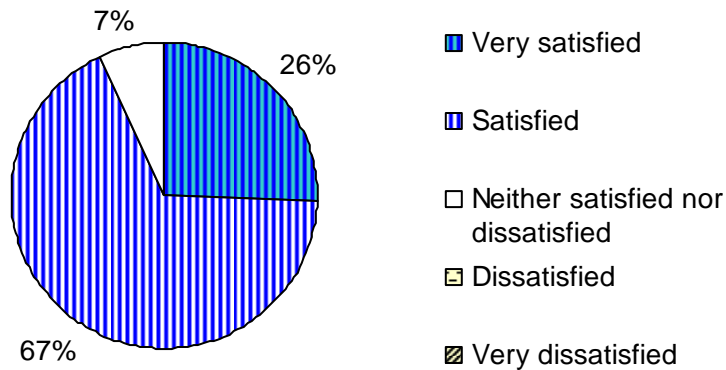


**1.3 How satisfied are you with the pre-departure briefing visit to the JPOSC?**  
*(only for JPOs who visited the JPOSC in Copenhagen prior to their arrival at the duty station)*



	Very satisfied	Satisfied	Neither satisfied/dissatisfied	Dissatisfied	Very dissatisfied
<b>2006 results</b> 57 answers (20/22/2/0/0)	45%	50%	5%	0%	0%

**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)*



	Very satisfied	Satisfied	Neither satisfied/dissatisfied	Dissatisfied	Very dissatisfied
<b>2006 results</b> 54 answers (11/29/3/0/0)	26%	67%	7%	0%	0%

## **1.5 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)*

"Providing an agenda would be useful so that the JPO might be able to prepare this briefing. The objectives of the pre-departure visit were not so clear in advance.

It might be also interesting that the donor representatives are involved because the preparation to leave your home country has so many implications where information is hard to find (probably not a task of the JPOSC)."

"Although it may have been mentioned in passing, maybe JPOSC could explicitly note the web course entitled *Introduction to UNDP* and the timeframe in which to complete it. I thought this was a very useful introduction indeed. My colleagues weren't aware of the course and I learned about it from the correspondence in preparation of the PPO course in June 2006."

"It was very helpful also as it is always a very good thing to see faces of the people you are dealing with. It was very assuring to visit JPOSC and confirm that I will be getting support of those people that I met. However, in terms of information provision, I was most curious to know specific issues related to the duty station and the kind of job I would be doing. Such information, inevitably to some extent I think, could not be fully covered by JPOSC. In terms of general information on UNDP and support that we get as JPO, it was quite good enough, I recall. (I've arrived less than a year ago indeed, but it is almost 11 months since I visited JPOSC so my memory is also fading.... Probably these questions may be better asked much earlier)."

"I would suggest session with so-called "mentor" for career development and substantive session on UNDP mandate."

"More information on the country office will be appreciated. Rather than the JPO decide when to go, Copenhagen should better liaise with JPOs so that they can have a combined pre-departure visit with the appropriate person. Honestly, two days to get there and only one day for the JPOSC visit did not make much sense - financially. Perhaps combining the pre-departure with the NY JPO training would be more cost-effective and time-efficient to better understand the system BEFORE we start working with UNDP.

more information on respective agency should be provided."

"In my opinion, it would be useful if there is a general info kit or orientation package that can be distributed to JPOs prior to their entry on duty."

"The briefing in sunny Copenhagen was very nice and it was useful to meet the JPOSC team. I was satisfied with the basic information provided during the meetings, which proved useful to adapt to the new working environment."

"Since this pre-departure visit lasted only about 4 hours, it could have been done more systematically. Personally, it was great to visiting the office and meeting with people, but for those who want some kind of structured induction, I think this pre-departure visit may not satisfy some JPOs."

"I truly feel that having this information/briefings helped me to prepare for my assignment at the CO where I am currently located. I have heard that JPOSC might discontinue this trip for all the JPOs coming onto the programme, but I highly recommend continuation of it. Especially for those people who are starting new in the UN sector and/or continuing onto their 3rd year into the UN system, it would be additional information source. Also, getting to know the focal point by meeting in person is very different than simply e-mailing each other."

"I think the orientation was useful for the following reasons:

- 1) it gave clarity to admin procedures.
  - 2) it allowed me to meet face-to-face with the people who are working to ensure everything goes smoothly for JPOs
  - 3) it was the first real contact with the reality of becoming a JPO and working for a UN organisation.
- However, I think making the pre-departure briefing an additional leg to a journey which is already long is exhausting, and it would be a relief to make this a separate trip so we could fly to our destination countries with all our luggage as directly as possible. I think this would also ensure JPOs get more out

of the briefing and are able to take more things in. When you are on your outbound journey to a distant land you have too many other things to think about to really be able to focus on the orientation."

**More information specific to the Duty Station:**

"Info about the people we have to contact in our duty station for logistical-administrative aspects."

"It may be a bit difficult to be provided. However, it would be super useful if more information of practical works as well as its country office's expectation to JPO could be gained in advance."

"More specific information about the duty station."

"Security Issues in the designated country."

"The general information was very good and extremely useful, but more specific information on the Country Office would have been useful. One example in light of my reply to question 1.7 below might be that in certain COs, initial payments take a very long time, so it would be good to advise JPOs to take stacks of cash with them.

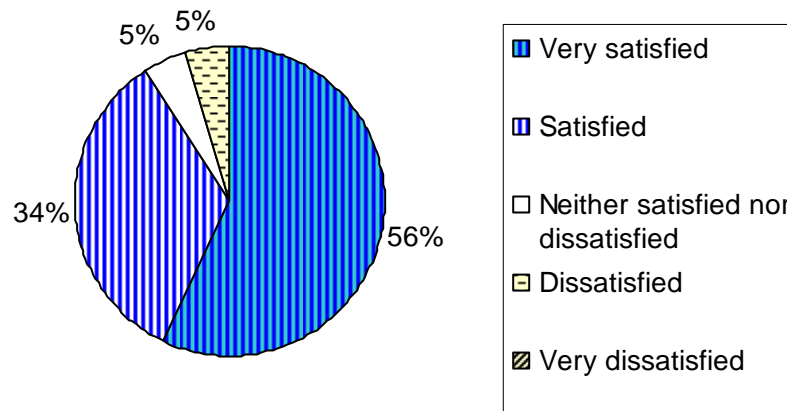
Since I am not with UNDP, but with WHO some information was not applicable/relevant, however, I think it works fine."

"I would have liked to receive some more info about the type of office and job I was on my way to. Felt I had no clue until I started."

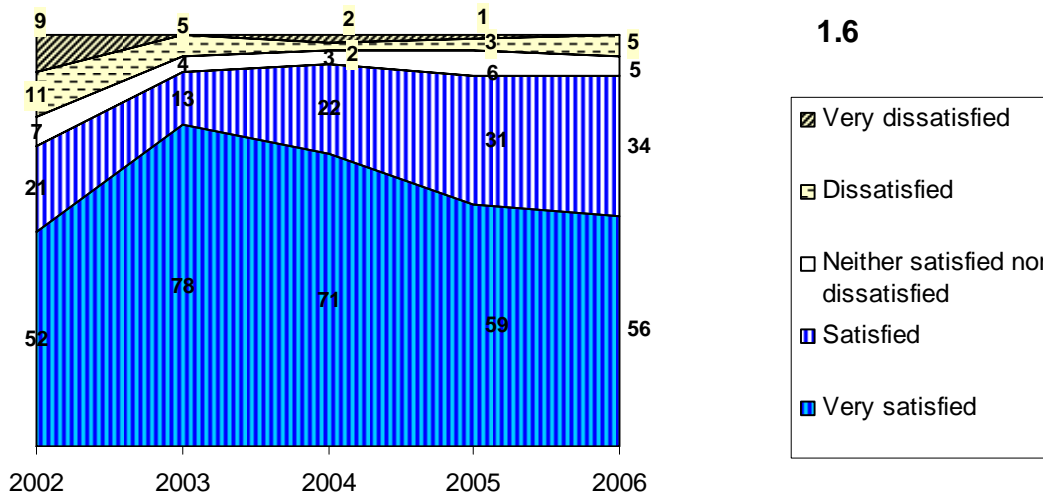
"It would be interesting to get more information about the duty station (context, political situation,...) as about the situation of the Agency in this context."

"Practical information, or more emphasis on contacting the duty station for all practical information. for example getting a bank account same as the bureau or security measures upon arrival, especially concerning house searching."

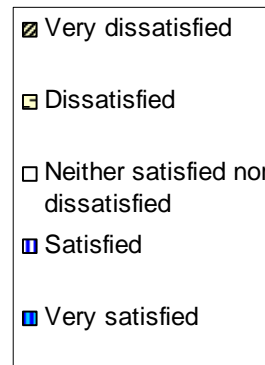
**1.6** How satisfied were you with the timeliness of payments made to you in respect of travel and shipment **prior** to departure for your duty station?



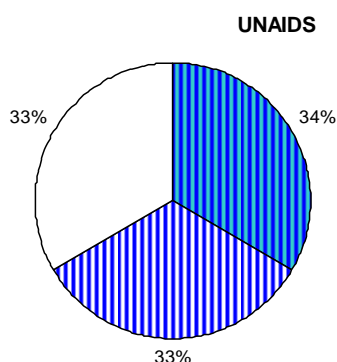
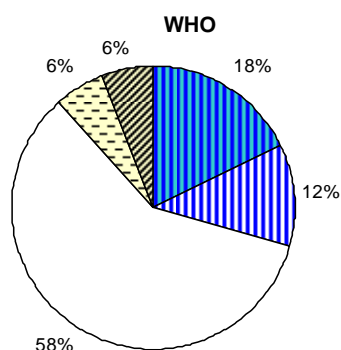
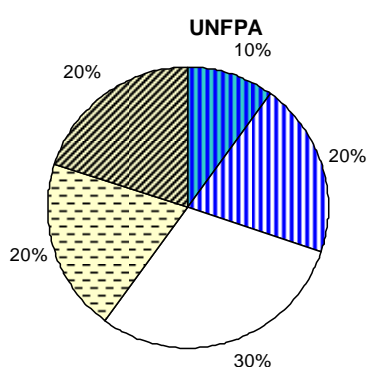
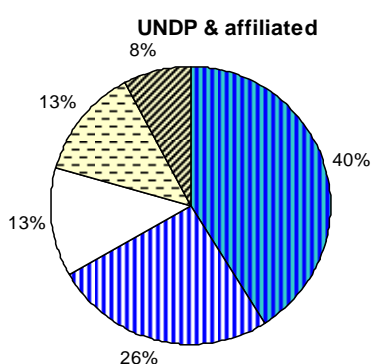
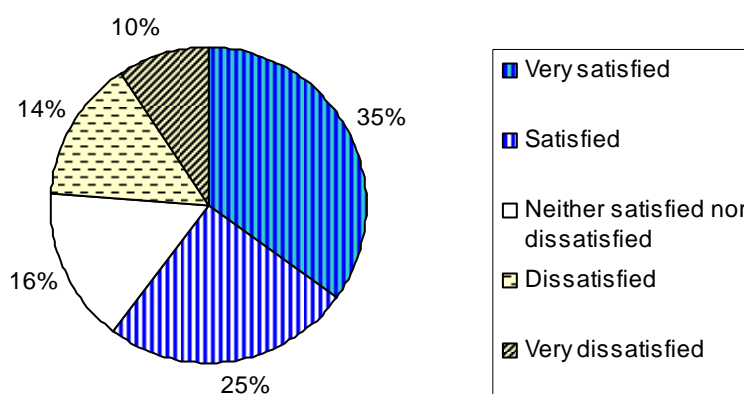
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2006 results</b> 65 answers (37/22/3/3/0)	56%	34%	5%	5%	0%
<b>2005 results</b> 64 answers (43/22/4/2/1)	59%	31%	6%	3%	1%
<b>2004 results</b> 64 answers (49/11/3/1/0)	76%	17%	5%	2%	0%
<b>2003 results</b> 84 answers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



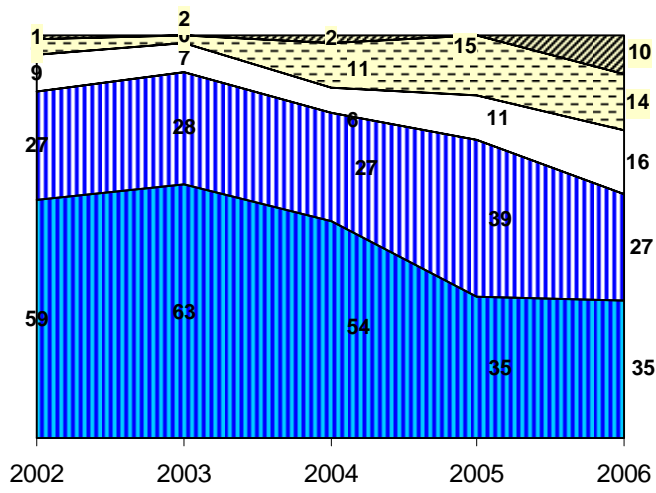
**1.6**



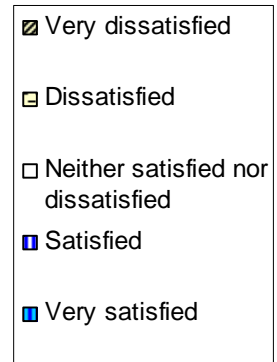
**1.7** How satisfied were you with the timeliness of payments made to you in respect of assignment grant and DSA **upon arrival at the duty station?**



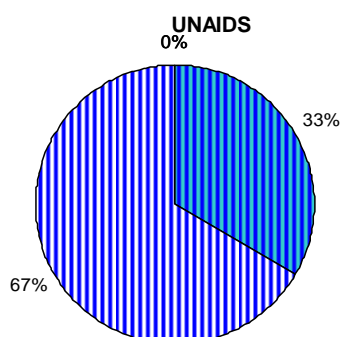
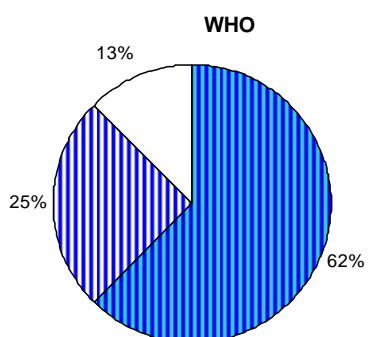
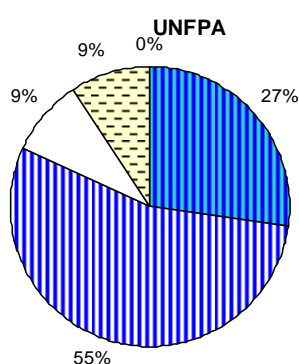
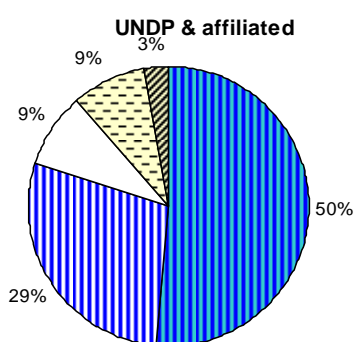
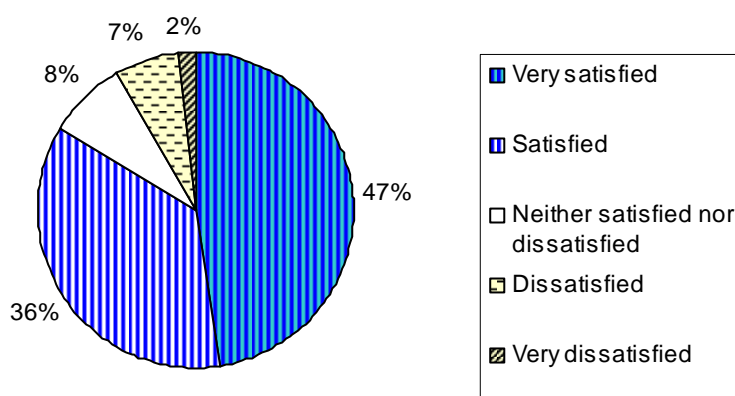
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2006 results</b> 63 answers (22/16/10/9/6)	35%	25%	16%	14%	10%
<b>2005 results</b> 71 answers (25/27/8/11/0)	35%	39%	11%	15%	0%
<b>2004 results</b> 64 answers (35/17/4/7/1)	54%	27%	6%	11%	2%
<b>2003 results</b> 83 answers (52/23/6/2/0)	63 %	28 %	7 %	2 %	0 %
<b>2002 results</b> 70 answers (41/19/6/3/1)	59 %	27 %	9 %	4 %	1 %



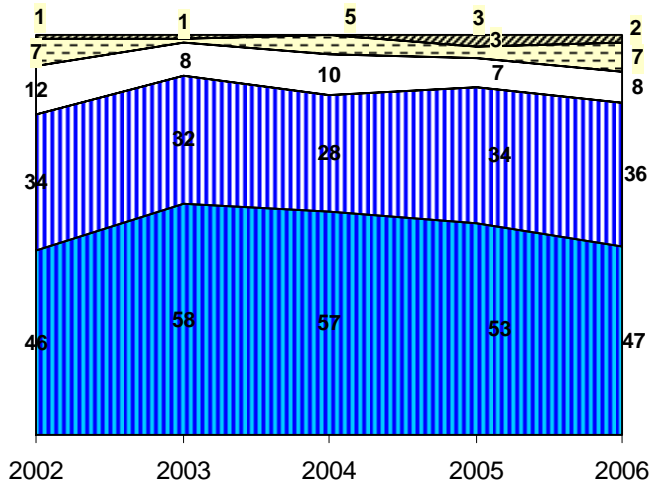
### 1.7



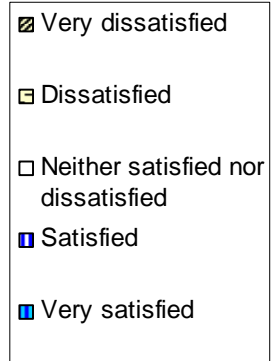
**1.8** How satisfied were you with the timeliness of payments made to you in respect of **your first salary** (actual salary or salary advance)?



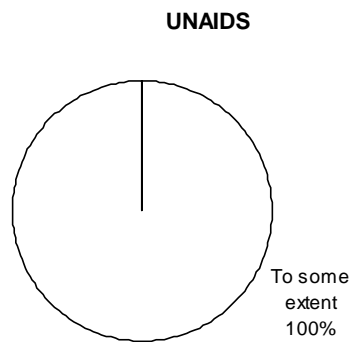
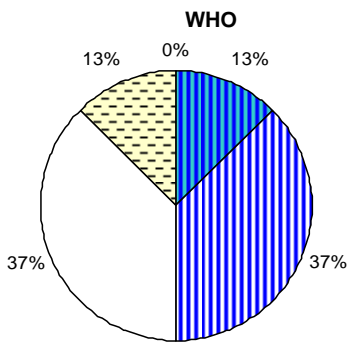
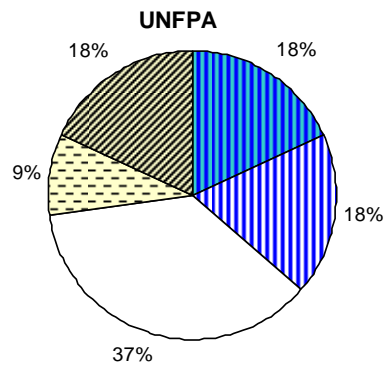
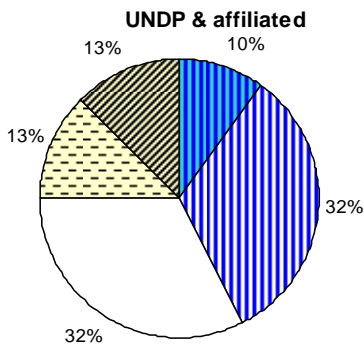
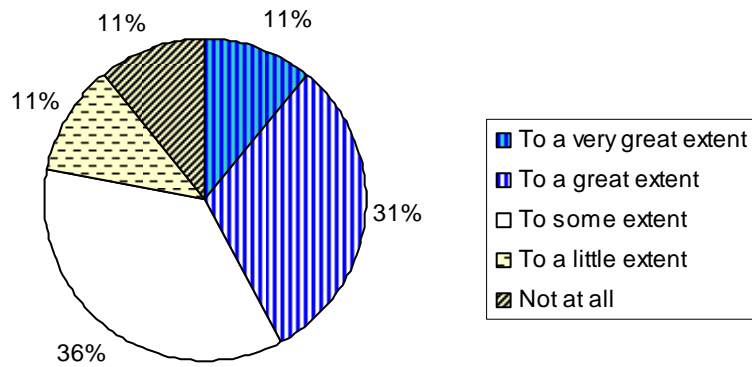
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2006 results</b> 61 answers (29/22/5/4/1)	47%	36%	8%	7%	2%
<b>2005 results</b> 68 answers (36/23/5/2/2)	53%	34%	7%	3%	3%
<b>2004 results</b> 63 answers (36/18/6/3/0)	57%	28%	10%	5%	0%
<b>2003 results</b> 78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



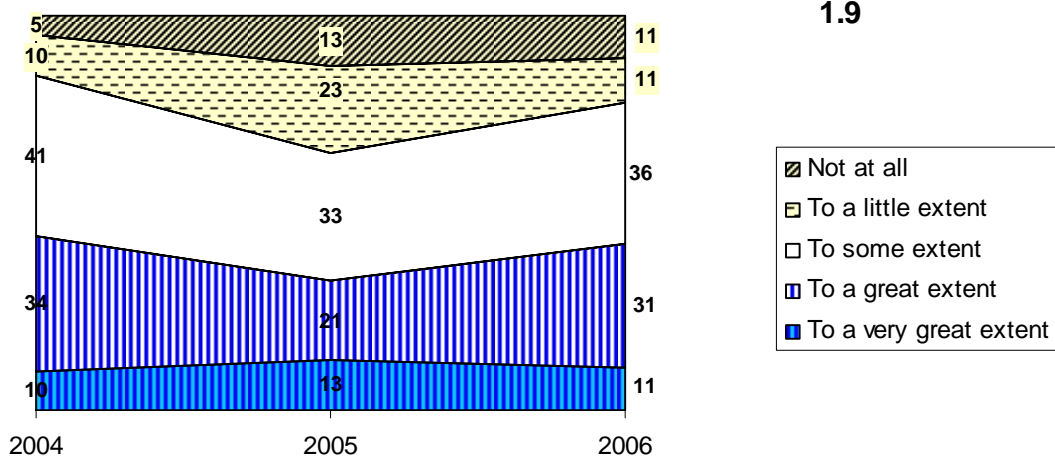
**1.8**



**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)?**

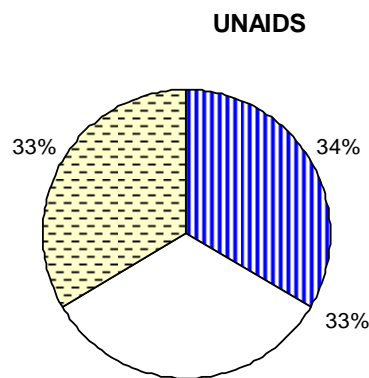
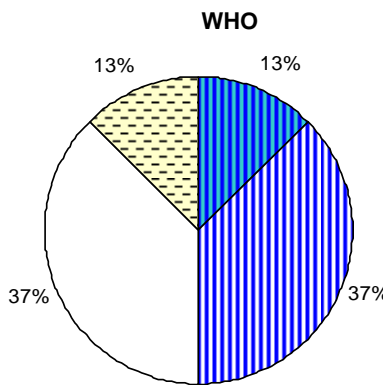
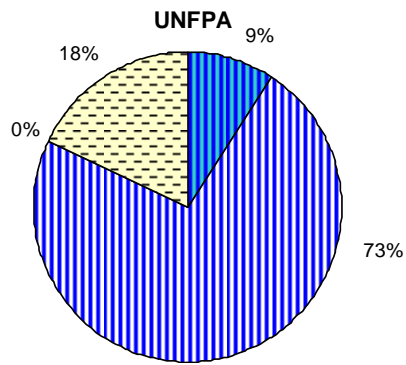
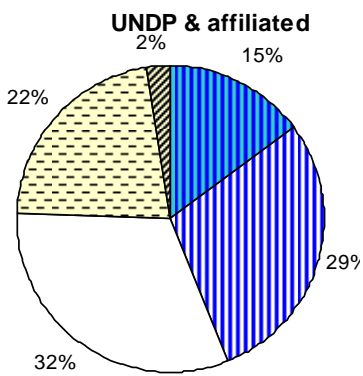
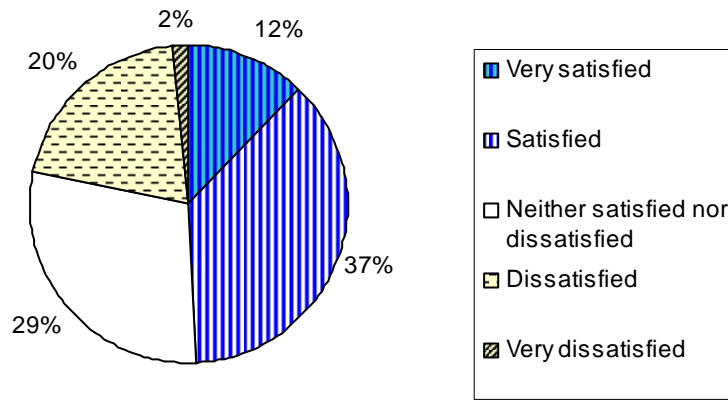


	To a very great extent	To a great extent	To some extent	To a little extent	Not at all
<b>2006 results</b> 64 answers (7/20/23/7/7)	11%	31%	36%	11%	11%
<b>2005 results</b> 43 answers (8/10/10/10/5)	13 %	21%	33%	23%	13%
<b>2004 results</b> 58 answers (6/20/23/6/3)	10 %	34 %	41 %	10 %	5 %
	<b>Very satisfied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

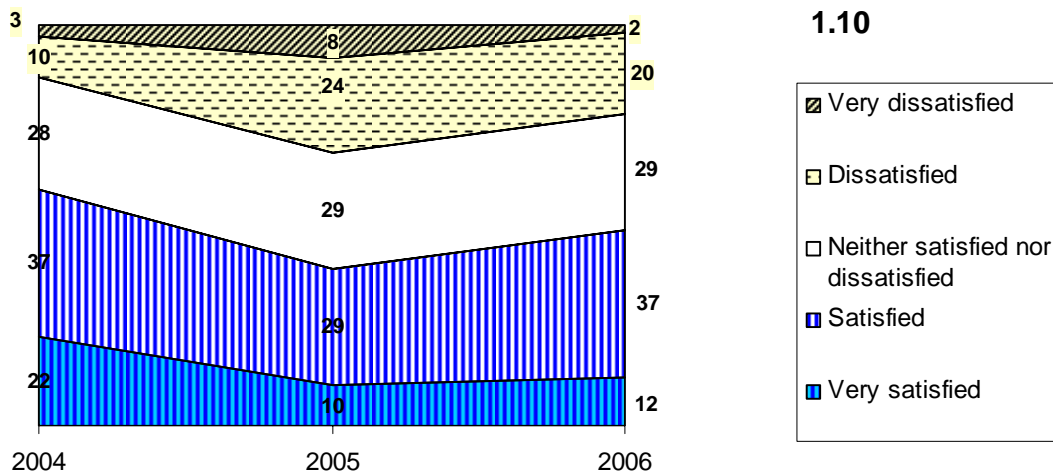


<sup>6</sup> Wording of the question in the 2001 Survey: "How would you rate the degree of logistical and substantive support provided by your duty station in the course of your "settling-in" period?"

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

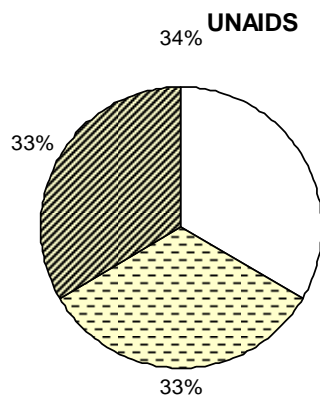
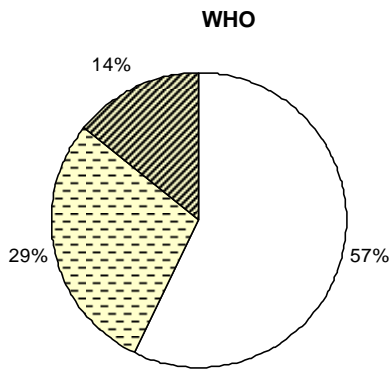
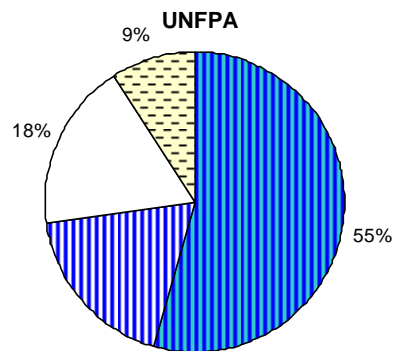
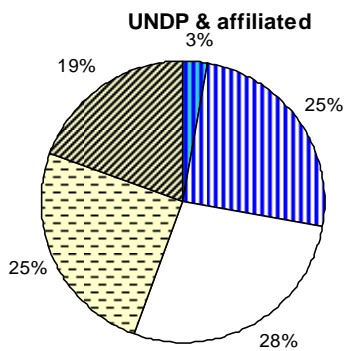
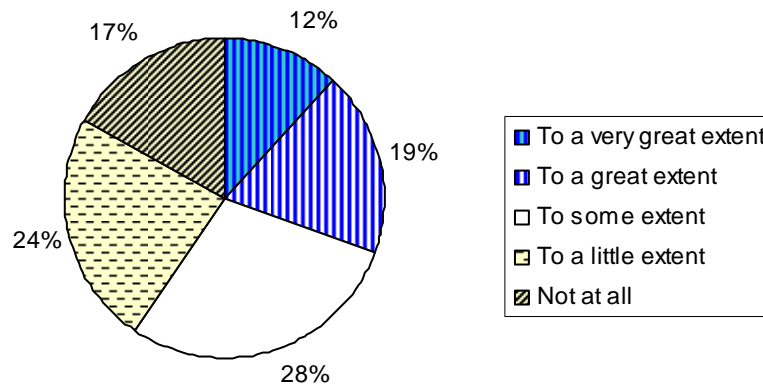


	To a very great extent	To a great extent	To some extent	To a little extent	Not at all
<b>2006 results</b> 65 answers (8/24/19/13/1)	12%	37%	20%	20%	2%
<b>2005 results</b> 72 answers (7/21/21/17/6)	10%	29%	29%	24%	8%
<b>2004 results</b> 58 answers (13/21/16/6/2)	22 %	37%	28 %	10 %	3 %
	Very satisfied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

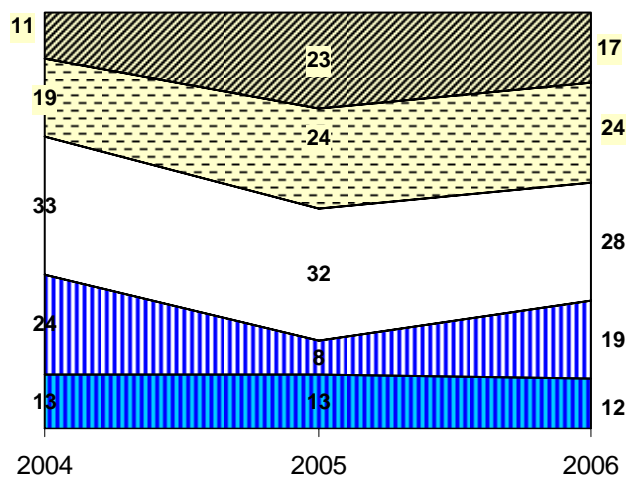


<sup>7</sup> Wording of the question in the 2001 Survey: "How would you rate the degree of logistical and substantive support provided by your duty station in the course of your "settling-in" period?"

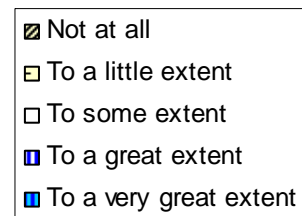
**1.11 To what extent, if at all, did your Terms of Reference change within the first few months following your arrival at the duty station?**



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

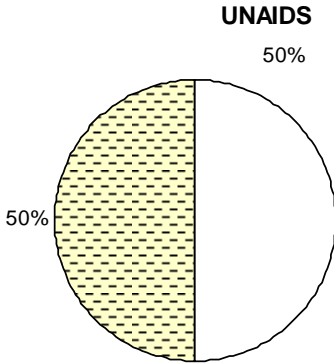
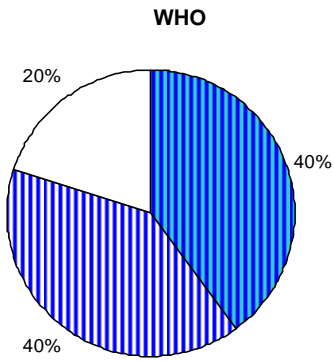
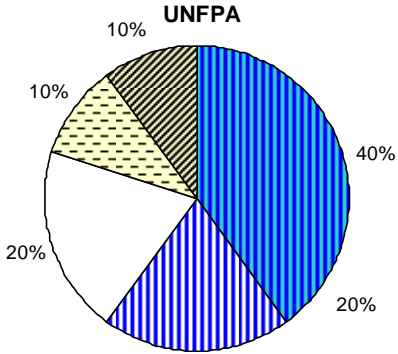
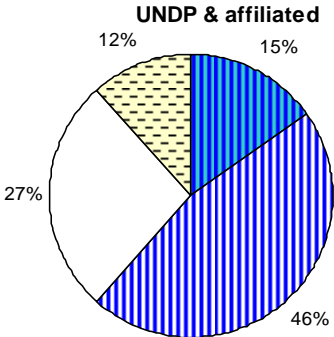
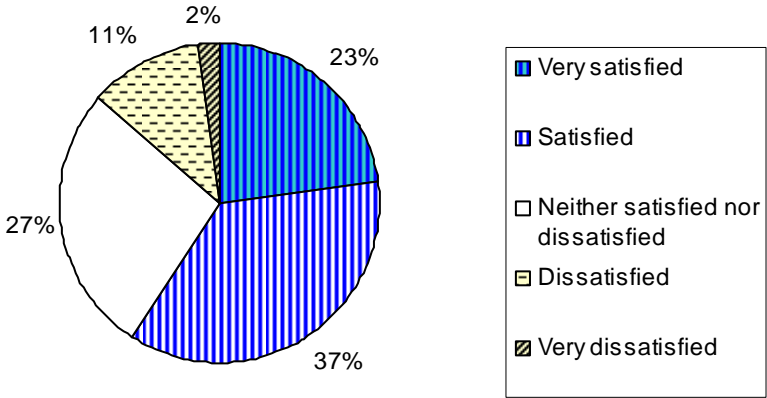


1.11

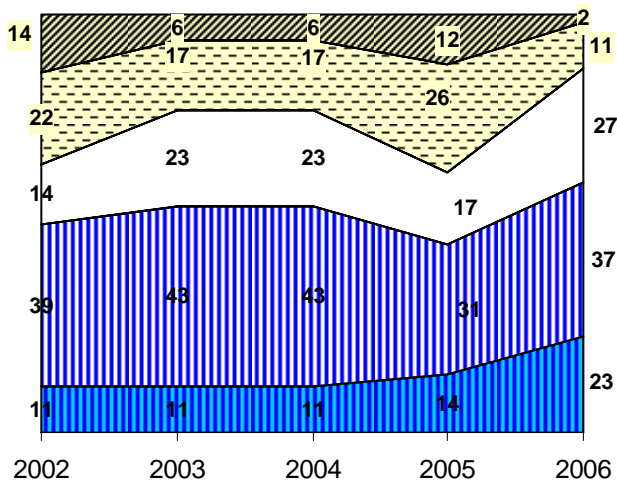


<sup>8</sup> Wording of the question in the 2002 and 2003 surveys: “Have your Terms of Reference been changed within the first few months upon your arrival at the duty station?”

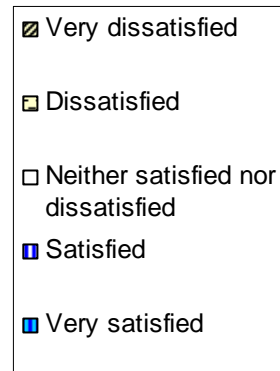
**1.11.1 If changed at all, how satisfied were you with the way/extent to which you were consulted in the process?**



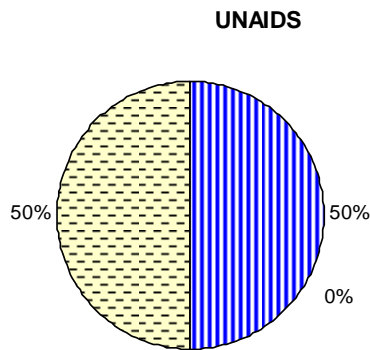
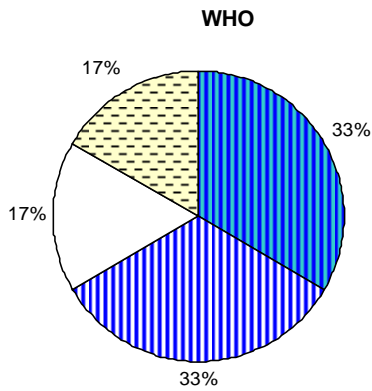
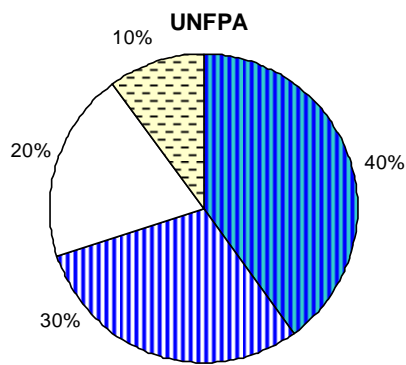
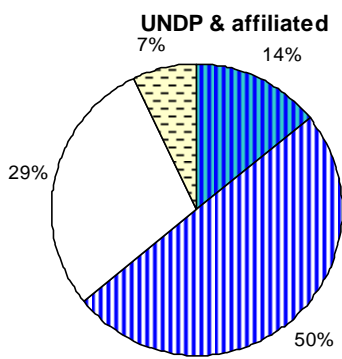
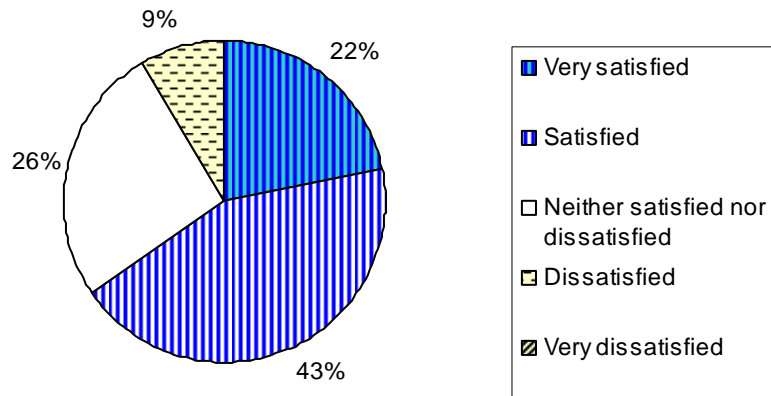
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2006 results</b> 44 answers (10/16/12/5/1)	23%	37%	27%	11%	2%
<b>2005 results</b> 42 answers (6/13/7/11/5)	14%	31%	17%	26%	12%
<b>2004 results</b> 54 answers (6/22/17/7/2)	11 %	41 %	31 %	13%	4 %
<b>2003 results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



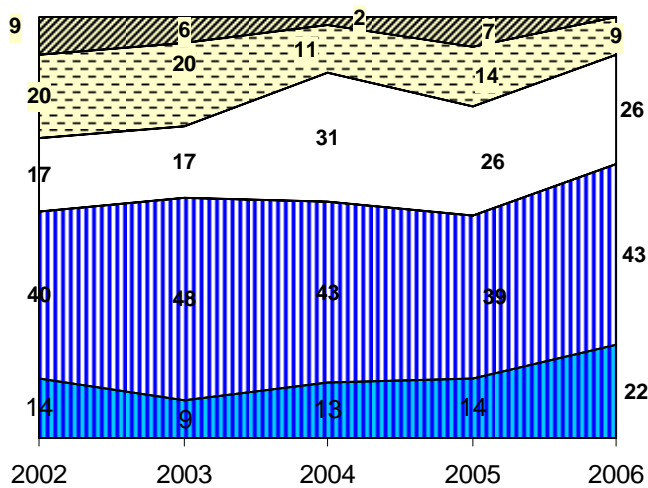
### 1.11.1



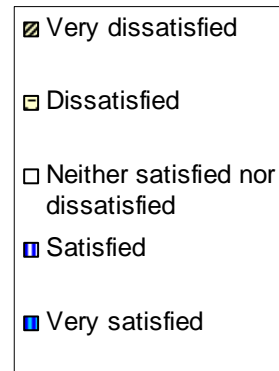
**1.11.2 If changes occurred, how satisfied were you with them?**



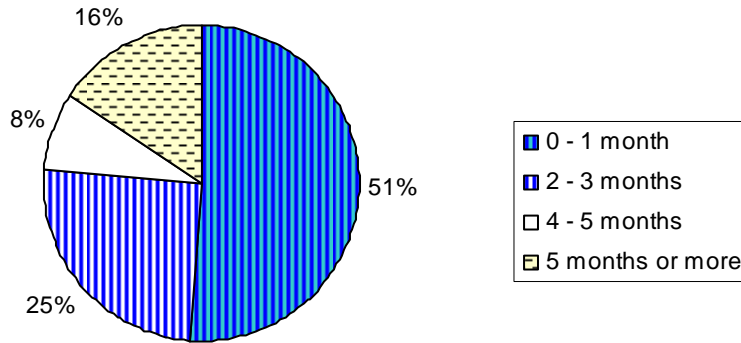
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2006 results</b> 46 answers (10/20/12/4/0)	22%	43%	26%	9%	0%
<b>2005 results</b> 43 answers (6/17/11/6/3)	14%	39%	26%	14%	7%
<b>2004 results</b> 55 answers (7/24/17/6/1)	13 %	43 %	31 %	11 %	2 %
<b>2003 results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



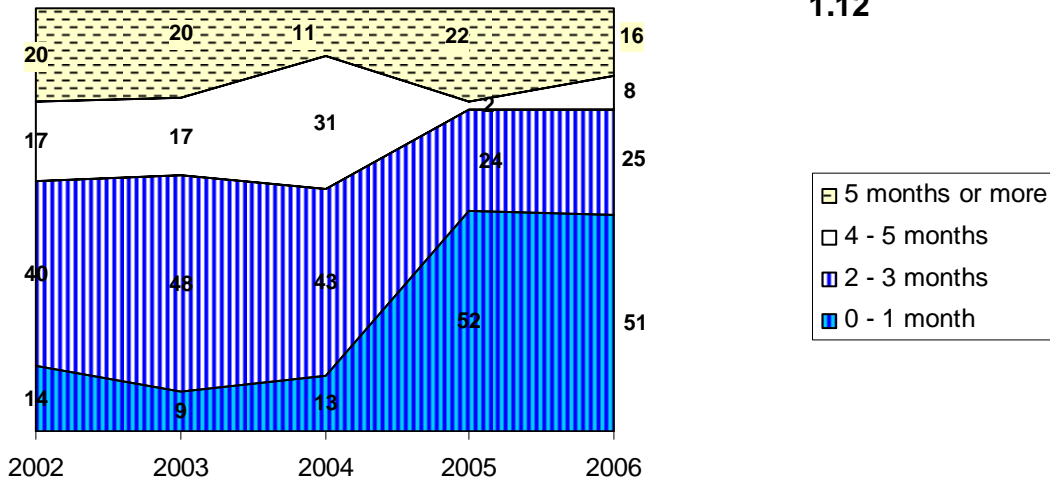
### 1.11.2



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

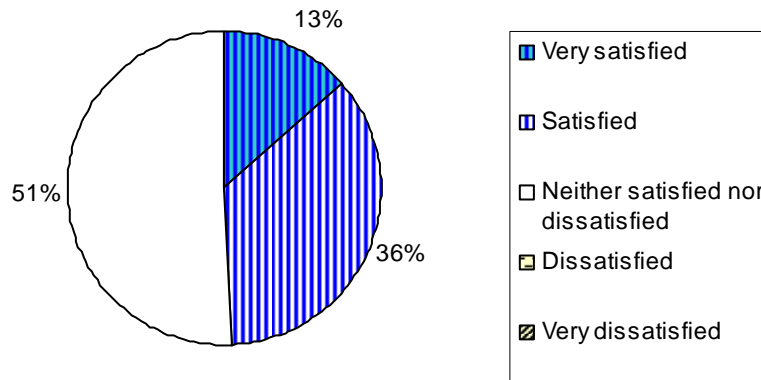


	0-1 month	2-3 months	4-5 months	5 months or more
<b>2006 results</b> 51 answers (26/13/4/8)	<b>51%</b>	<b>25%</b>	<b>8%</b>	<b>16%</b>
<b>2005 results</b> 46 answers (24/11/1/10)	52%	24%	2%	22%
<b>2004 results</b> 57 answers (29/13/8/7)	51 %	23 %	14 %	12 %
<b>2003 results</b> 76 answers (31/25/11/9)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



**1.12**

**1.13 How satisfied were you with the one-to-one counselling session organized by JPOSC in New York in connection with the PPO course?**



	Very satisfied	Satisfied	Neither satisfied/dissatisfied	Dissatisfied	Very dissatisfied
<b>2006 results</b> 53 answers (7/19/27/0/0)	<b>13%</b>	<b>36%</b>	<b>51%</b>	<b>0%</b>	<b>0%</b>

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

\* "I never had a one-to-one counselling session in NY and would very much have liked to have had one. In terms of my duties, because my job did not exist before I arrived, I have been able to shape it very much in a way that I think is appropriate. This is a great experience. However, there has been limited support/guidance on what I should be doing or how I should be doing it, and how I should be allocating my time. The freedom is great. More support would sometimes be very welcome. (UNFPA JPO)."

\* "Generally the recruitment and entry processes proved to be very smooth. The learning process is more time consuming and sometime chaotic, but I believe this is part of the challenges of a new assignment. I have not yet had the opportunity to attend the PPO course."

\* "The preparation by the JPOSC was exemplary, but the assistance by the CO upon arrival was the opposite. There was never a problem with my TOR, my programmatic responsibilities or my supervisor, but virtually all logistics were a mess from the start. I had to fight to get my shipment cleared as procurement offered no assistance (in fact they were a barrier), it took almost 3 months before I got paid, and almost a month before I could check my reassignment allowance. The "settling-in" period in terms of operations and logistics has taken a year, and many procedures are still not clear."

\* "More information needs to come out from the country office. Country office needs to be more prepared to receive new international staff especially in countries that are in Security Phase II or above or in any Hardship Level countries below 3."

\* "Better preparation at CO level."

\* "DSA & assignment grant was rather delayed - because UNFPA administration comes under UNDP, this is often the case, as it indeed was again when I needed them to provide DSA for my training trip to New York."

\* "Since the effectiveness and quality of support differ tremendously between JPOSC (very, very effective and reliable) and any of the COs (according to the normal UNDP operation style), there is only so much that JPOSC could do to improve it, I think."

\* "I think it would be great if all JPOs could have a training session before entry on duty."

\* "The JPOSC should be sure that the JPO is really expected and desired at the duty station."

\* "I was very pleased in the way JPOSC (mainly Barbara) dealt with all the paper work before and upon arrive to my CO. The 30 day DSA, shipping and travel papers were all very smoothly processed without a delay. I was quite impressed at the way JPOSC proceeded with all the paper work given the UN standard that is often talked about amongst the UN staff."

Also, my supervisor had a clear vision of what he expected of me, which was very good. Since my supervisor is RR/RC, I did not expect much one-on-one with him. This realistic expectation on my part also helped me to stay focused and strategic. In other words, all the issues that needed to be attended were carried out because of the mutual focus and strategic outlook in how we communicated with each other. I am also grateful for my supervisor who gave me support during my settle down period. He allowed me to use business hours to take a look at apartments and car delivery. Without such leniency I would have had a very difficult time settling in. I feel that the support from JPOSC and my supervisor was critical in my settle down period."

\* "More basic information should be provided to the JPO on the policies & procedure of the agency." (UNFPA JPO)

\* "Have not yet been to the PPO course in NY."

\* "Did not go to New York." (UNAIDS JPO)

\* "Have never attended a counselling session in NY." (WHO JPO)

\* "I did not attend any PPO course in NY. Please let me know if this is applicable to me, as I am interested to attend." (WHO JPO)

\* "I have not had a TOR talk with my supervisors (two - one here and one in NYC). I have not had PPO yet."

\* "None of the problems I faced prior to getting to my duty station was anything with JPOSC. My duty station was not prepared for my arrival nor did they give the correct contacts for me to get information prior to arrival. I basically had no information on Liberia nor the office before coming, which was an issue as I was in a post-conflict zone and a riot started one day after my arrival.

Similarly, it would have really helped to have been on an induction in Copenhagen prior to departure for the duty station. I think this is especially important for JPOs from smaller countries who have little contact with their foreign ministries."

"The TOR should be updated regularly, at least every year. My TOR was too old. Hence, it should be completely revised after I arrived in the duty station.

Since the Capacity for Efficient Delivery of Achievable Results (CEDAR) project is being conducted in the country level, it would be nice if new JPOs could have time to study for and pass the exams of Prince2, RMG and other necessary on-line courses in Copenhagen before their assignment. In my duty station, it is difficult for me to prepare for the exam due to the slow speed of the Internet."

\* "No proper regular supervision or reporting mechanism established for day to day work in the first month. I had to go mainly on my own which caused irritations as people felt they did not know what I was doing."

\* "I must say that I am very much satisfied with the support from JPOSC.

The issues that I think to be improved is more at CO level, which seem to be a result of office management issues affecting not only to JPO but also to other staff.

One thing I could think of to be improved is an access to UNDP intranet in advance. Since it could be a lengthy process until JPO is in a position, it will be great if some general web-site materials such as security briefing, orientation of UNDP or some practical knowledge like programme/ project cycle (including ATLAS) could be accessed before the assignment starts once an offer is made. I believe those knowledge will help JPOs to get familiar with the practical works much quicker."

\* "I would like to emphasize that I give high marks to my JPOSC focal point Els Ravyse, who's replies were always swift and to the point.

Upon arrival the office did provide a computer and a desk although these were situated in a sort of passageway that lacked air-conditioning and which I shared with two colleagues. An AC was installed by the end of April and in May I got a very nice office as a result of an internal re-organization.

As for the preparedness of my Supervisor and [...] Unit regarding my arrival, I would have to say this was grossly inadequate. Although the original and amended TORs were formulated in an exemplary way on paper, I found little or no help to fulfill them in reality. While making reference to and discussing the letter of 24 January 2006 sent to both of us by Els Ravyse and entitled Expectations JPO Assignment – which listed specific suggestions of best practices regarding JPO assignments – undertook numerous efforts to engage my Supervisor and solicit him for advise on work-related matters. Although my Supervisor has always remained friendly and our contact has always remained cordial, he provided preciously little useful guidance or vision of how to involve me / use me in ongoing work.

My efforts to offer assistance were rarely taken up and I and my colleagues in the Unit were very often not aware of my Supervisor's appointments, activities and whereabouts in general. In this regard I diplomatically consulted my Supervisor and the rest of the Unit on the possibility that an electronic calendar might prove useful. Regrettably our Head of Unit rarely entered information in his calendar and the initiative quickly faded out. While I do not want to come across as a know-all, in my opinion the absence of clear guidance stemmed from a lack of capacity on the side of my Supervisor to deal with the many demands that go with being a Head of Unit. As a result there were very few concrete (project) activities ongoing or near to becoming operational within the Governance Unit.

After several months and with the intervention of the RR, I secured some well-defined work on a project that officially fell under the [...] Unit, but that was de facto managed by the DRR (Project Support to Electoral Reforms) as well as work on the elaboration of a UNDP-SNV common project proposal."