



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

Section 8 – Comments, suggestions and feedback

8.1 Positive and/or negative comments, other suggestions and feedback:

Positive comments on the JPO Service Centre and/or your assignment

"Thanks for all the support during my JPO assignment; it was great working with you all."

"I appreciate the JPOSC support indeed."

"I would like to take this opportunity to thank all of the staff in JPOSC for supporting me before and during my assignment as a JPO."

"JPOSC has always provided me with the information and help I've asked for - thanks for your excellent work!"

"I am very grateful for the support that JPOSC has been offering. As I stated above, for me it was very nice to have the pre-assignment briefing in Copenhagen as it really "humanised" the entire office for me. I am also lucky to have a very helpful, friendly and efficient focal point. Apart from the usual support, it is very reassuring just to know that JPOSC is there to back us up. Thank you."

"I think it would be more useful if only JPOs who are at least 6 months in to their assignments answered the survey. But thank you very much! - its good to know that the JPOSC is following up on us JPOs."

"Despite some early glitches, mostly disseminating from my country office, JPOSC was wonderful throughout my assignment. Ears were always open and the office was exceedingly welcoming and friendly."

"Merci! Gracias! :-) And keep up the great work and spirit! :-)"

"I am very much satisfied with the quality and effectiveness of JPOSC, particularly before my EOD. Your effective and fast responses amazed me a lot, especially when thinking of the average quality of other offices of UNDP. Well done, and thanks again."

"Overall I am very happy with being a JPO and the support from the JPOSC. I find the officers very responsive and professional. Thanks guys!"

"I very much appreciate the services the jposc team provided to me during the first year! very straightforward and quick, which is what matters. Thank you."

"The IT unit at JPOSC has assisted me with non JPO things, being a source of information and assistance regarding several it issues. This help has been greatly appreciated."

"I am generally very happy with the JPOSC and the services provided. Thanks for your efforts."

"Congratulations for the quality of the support provided by the JPOSC - very professional team and excellent responsiveness."

"Thanks for this survey. Gives us the feeling our concerns are being heard!"

"The JPO centre in Copenhagen does a great job.
I am still pondering on what it is I am actually supposed to do."

"The advice and support given by the JPOSC Resource person is always useful and effective and a morale booster in more shaky moments at the CO."

"Just positive! Keep up the good work, the JPO SC is sometimes a hope-giving source for JPOs!"

"It is very good to have the JPOSC. It is easy for JPOs to disappear in the big machinery of a UN organisation, and the extra support from the JPOSC makes a big difference. Keep up the good work!"

"Thank you for all your good work!!! :-)"

"I still feel being a JPO is a great opportunity, and to make the most of it, it is really up to us to organise this. Yet some countries and offices are better than others at "using" their young and international (and national for that matter) staff. In some there is no place to develop, in other an over-reliance on JPOs and UNVs etc... The old story. The JPOSC is always a great help I find, I have said it before and will repeat it now; The JPOSC is still the most helpful, fastest responding and most efficient UN body I have run in after 2,5 years in the system.. So thanks once again!"

"I think the JPOSC does a wonderful job at trying to support JPOs around the world, I think it is very important for JPOs to feel that there is a group of people looking out for their interests and whom they can trust on a whole range of issues."

"On whole my experience has been great and the JPO Service Centre is extremely helpful."

"Keep up the good work."

"Overall, I am satisfied with the services provided by the JPOSC, although sometimes responses are a bit slow due to leaves."

"I am very happy with Mavis Osei as my HR contact person, warm, personal and professional."

Comments, issues or concerns relative to the JPO Programme

"The JPOSC could perhaps consider the idea to gather previous information on the CO where the JPO has been assigned. This could include information on the Management of the CO, working environment etc, in order to better help the JPOs to create a mental frame of where he/she will go. Too often JPOs are told that a given CO is great to work, even though the situation is clearly known to be the opposite. Similarly, the JPOSC could assist the JPOSC in informing the Donor of the problem as it may happen that, both the Donor or the HR Dept at the HQ level do not give much attention to JPOs complaints."

"The JPO programme is an excellent opportunity to get to know the organization and to learn more about the UN. However, in my opinion, the value of JPOs and their potential needs to be promoted to a greater extent with all agencies. In my experience, JPOs are among the most qualified and motivated staff members -a fact, which is often not valued due to a lack of flexibility (JPOs are officially always at the 'bottom' or entry level of the organisation. This should be relaxed (the salary classification can still remain the same as salary is not the problem, but JPOs should be able to assume a range of even high level responsibilities if applicable). This should be taken into account when setting up new ToRs for JPOs. Otherwise: Thanks to JPOSC for all your support!"

"The donor should be more implicated in the orientations taken by the JPOs assignments. I think there should at least be a contact here in [the country] at the [donor] Embassy or Technical Cooperation to whom the JPO should report. I am very satisfied by the experience I lived [in my Duty Station] not because of the seriousness of the organisation but because of the way I handle the job. To be honest to you, I made my assignment as JPO worth it, not the organisation I was working for!"

"The JPO programme provides an excellent opportunity for young professionals to develop their knowledge and skills in the development field. Especially for people from developing countries where exchanges can take place from a knowledge, skills and culture perspective. The only gap in the programme, is for the JPOSC to take a stronger advocacy role within the UN system for the placement of JPOs after their assignment to fill the gaps."

"Overall the JPO programme is great. The name should, however, be changed, as the "junior" is interpreted by many as "unqualified" or "inexperienced", which is generally not true of most JPOs, who are all highly-qualified and go through a long and thorough selection process to get where they are. This is true in particular in certain cultures where seniority weighs more than real experience or knowledge."

"Increase the status of the JPO Programme and increase the understanding in CO/HQ about the recruitment procedures and relevant experience that many JPOs are bringing to an assignment, so that the knowledge can be better used in CO/HQ positions."

"There should be a stronger follow up and quality control on ToRs both before and after the assignment. My ToR is so broad that it could mean anything and I have ended up working with something outside of my expertise."

"Entire JPO system needs to become much more result oriented.

JPOs only need to be sent out to an office if there is an identified and formulated need for them.

General ToRs must not be accepted by JPOSC or HQ. Instead offices need to make clear what they expect from the JPO and they need to be held accountable for, considering donor countries invest a lot of money in their JPOs."

Comments, issues or concerns relative to the Duty Station and/or Supervision

"I suggest the JPO Service Centre to strongly encourage CO management to be more involved in supporting and developing the potential of their JPOs - who are usually highly motivated. CO should hold more regular informal discussions with their JPOs (and their staff in general) and ensure RCA review quality (some supervisors don't understand the philosophy and goals of RCA)."

"From the outset it was clear to me that [*my Duty Station*] was not among the highest performing offices of UNDP worldwide. I knew that my predecessor had quit her assignment after one year due to a quite difficult working environment at the Duty Station. Instead of scaring me away, the prospect of a challenging environment motivated me.

Indeed, as mentioned above, my assignment has not worked out quite the way I had envisaged it beforehand.

I would understand – but certainly not agree with – those who, after reading my survey, may think that I lack initiative and / or capacity to bring about changes for the better. I know from experience that team spirit is vital for achievements to be made. Also, I know and accept that I am not perfect and that I have a lot to learn. In fact the learning element was one of the aspects that attracted me to the JPO programme.

While I quickly tried to act according to the wisdoms of team spirit and openness / willingness to learn from others, I still have to acknowledge that - up until September - it has proven to be very difficult to realize achievements in my duty office environment. However, I still believe that I can make something more of my JPO assignment in the coming year.

As mentioned above: the disorganized state and lacking performance of the office as a whole and my Supervisor in particular, have lead me to strengthen my competencies in for example organization and communication. A change process has been underway in the office for some months now and as I'm trying to contribute to the office's resurgence I do notice that my colleagues are also trying to work in that vein. The leadership of RR inspires confidence, and so do several colleagues (old and new) who are working for the improvement of the office.

From my experience here and elsewhere, I know that change is a process that won't happen overnight. It is precisely because of this realization that I see the point of continuing as JPO in [*this Country Office*]: I want to be part of the office's improvement."

"I have had a very good experience in terms of career development, but it was just because in such a difficult environment it was compulsory learning how to survive. I didn't receive any support from my first supervisor who didn't bother to say "good bye" when I left the office. When they changed the supervisor I was much more comfortable in the office. It was just a pity that it took too long to change it!!"

"Thanks for doing this. I would like to see more work from JPOSC on making sure there is supervision from the very start. This is essential. TOR talks could/should be scheduled ahead of time, as a "requirement" for JPO release to the station."

"I made a comment at the PPO workshop in New York this past September about JPOSC creating a mechanism to improve the chances of JPOs working for good leaders in the UN. What I am referring to is the "JPO-Boss" relationship. One of the most frequent complaints I hear from my fellow JPOs is their difficult working relationship with their supervisors. In fact, these days, JPOs talk to each other "unofficially" about their supervisors and warn each other about which offices to avoid. I feel that it is too unfortunate for JPOs to quit their UN career simply because they had a bad experience with their supervisor. To this extent, I encourage JPOSC to create a kind of internal database where these instances are recorded and kept as a file for future use. In other words such kind of database could be used to analyze the situation and rate the supervisor-ship quality of certain individuals who have been

repeatedly criticized for his/her poor leadership as supervisors. On the other hand, such kind of database could also be used to acknowledge good supervisors. I believe that this would help supervisors to be more careful about the way they treat JPOs. I also believe that this would also add to raise the standard of the JPO programme in general."

"I noticed that often, JPOs are used for tasks that nobody wants to do. It would be much more beneficial to involve JPOs in more substantive work in order to develop their skills but also take advantage of their resources."

Other comments

"There should be a JPO statistics made available such as how many JPOs are sponsored by which country, which CO and HQ have how many JPOs working, breakdown of positions JPO take after assignments, retention rate by year, organization, background, etc with some analysis by JPOSC."

"My assignment appears to be getting better, so I am looking forward to my second year with cautious optimism."

"In my specific case, the survey comes at a very early stage of my JPO assignment. Generally, the experience so far is very positive and looks promising. I will try to keep a list of negative comments that might pop up. Meanwhile, thanks and please continue the good job!"

"I would like more counselling... And maybe more active and direct support in finding a good job after the end of the contract"

"Please provide more space for comments. I have deleted most of my comments due to Access error messages."

"I should make more use of your services, especially since I had problems starting up with my supervisor, a lesson learned for me this year because it can be of such a great help!"

"I consider very positive this questionnaire, thank you very much for taking this initiative that allows us to express our opinion in a confidential way, so that can be useful to future JPOs colleagues."

"Rather than my satisfaction regarding administrative and career issues, it would be relevant to deal with issues related to the content. I mean issues related to development, effectiveness of the work done by the agency, good governance and management. I am strongly dissatisfied about those issues and also about the answers that are given when problems are raised until the headquarters."

"JPOSC is an efficient entity, no doubt about that, yet JPOs need to be advertised not only in UN agencies."