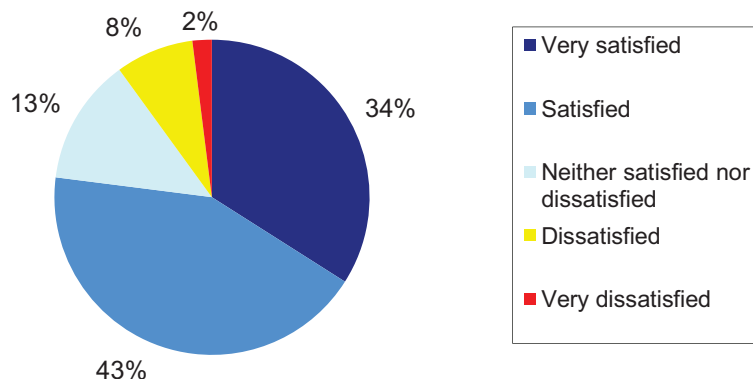


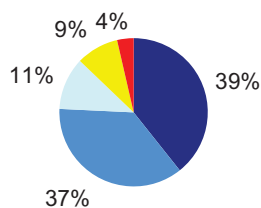
## Section 2 – Your assignment

### 2.1 How satisfied are you with your assignment?

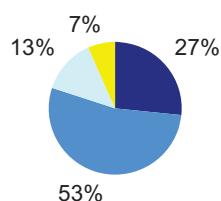
### 2.1



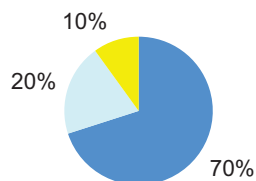
#### UNDP & affiliated



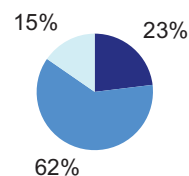
#### UNFPA



#### WHO

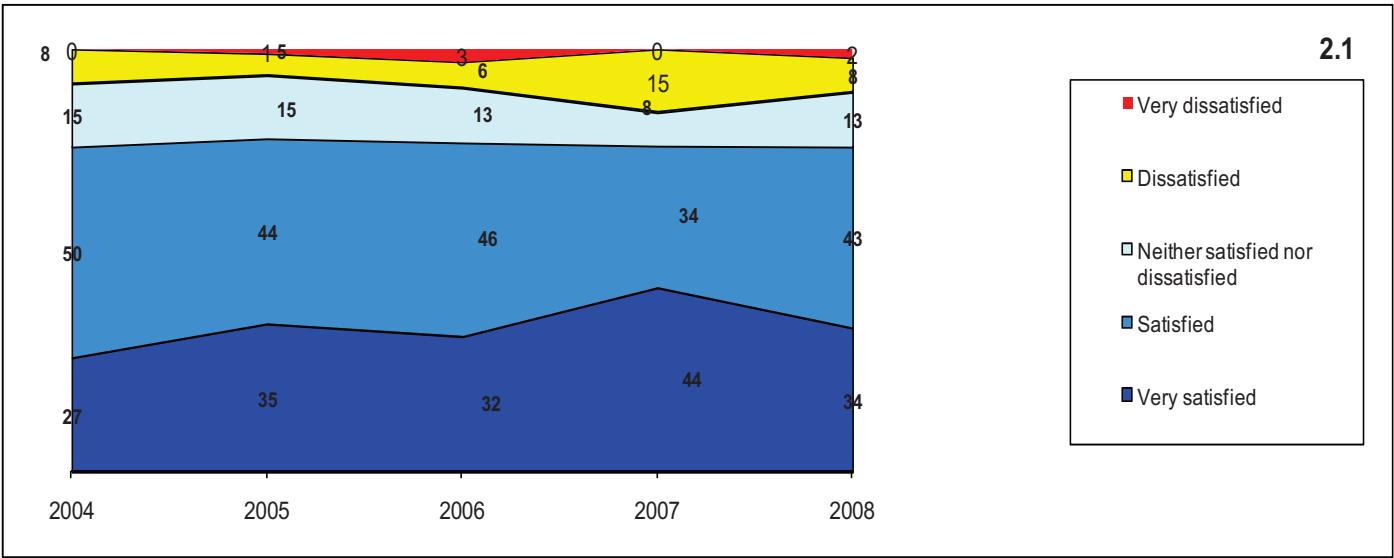


#### UNAIDS



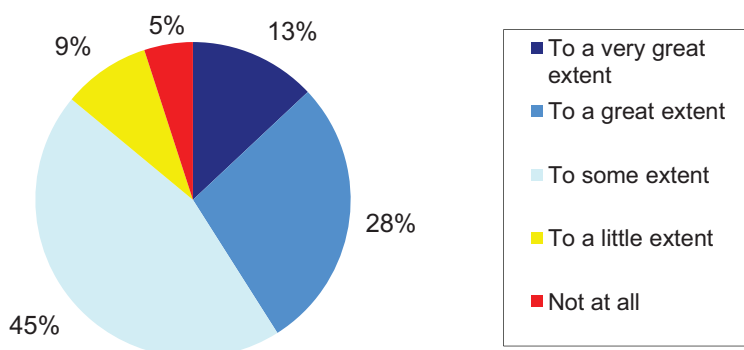
|   | Very satisfied                | Satisfied                | Neither satisfied nor dissatisfied | Dissatisfied              | Very dissatisfied |
|---|-------------------------------|--------------------------|------------------------------------|---------------------------|-------------------|
| <b>2008 results</b><br>201 answers (68/86/26/16/5)              | 34%                           | 43%                      | 13%                                | 8%                        | 2%                |
| <b>2007 results</b><br>116 answers (51/39/9/17/0)               | 44%                           | 34%                      | 8%                                 | 15%                       | 0%                |
| <b>2006 results</b><br>175 answers (56/82/22/10/5)              | 32%                           | 46%                      | 13%                                | 6%                        | 3%                |
| <b>2005 results</b><br>154 answers (54/68/23/7/2)               | 35%                           | 44%                      | 15%                                | 5%                        | 1%                |
| <b>2004 results</b><br>144 answers (39/72/22/11/0)              | 27%                           | 50%                      | 15%                                | 8%                        | 0%                |
|   | <b>To a very great extent</b> | <b>To a great extent</b> | <b>To some extent</b>              | <b>To a little extent</b> | <b>Not at all</b> |
| <b>2003 results</b> <sup>14</sup><br>154 answers (39/80/25/8/2) | 25%                           | 53%                      | 16%                                | 5%                        | 1%                |
| <b>2002 results</b><br>142 answers (58/41/28/9/6)               | 41%                           | 29%                      | 20%                                | 6%                        | 4%                |

<sup>14</sup> Wording of the question in the 2002 and 2003 surveys: "To what extent are you satisfied with your assignment?"  
2008 JPO Satisfaction Survey

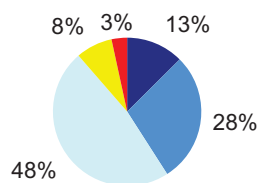


**2.2 To what extent, if at all, did your tasks and responsibilities change during your JPO assignment?**

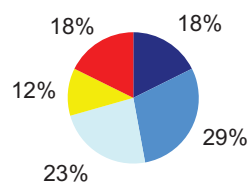
**2.2**



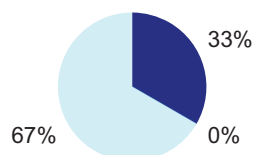
**UNDP & affiliated**



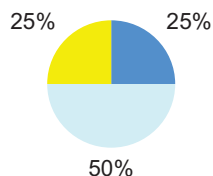
**UNFPA**



**WHO**

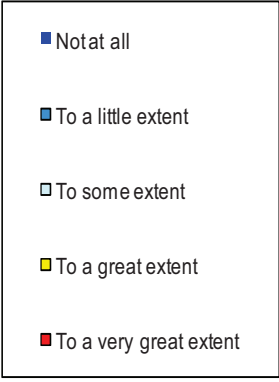
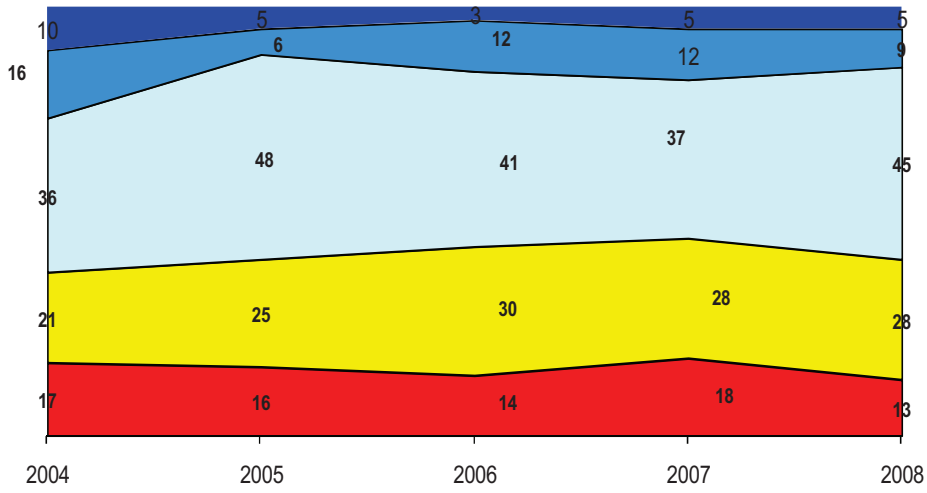


**UNAIDS**



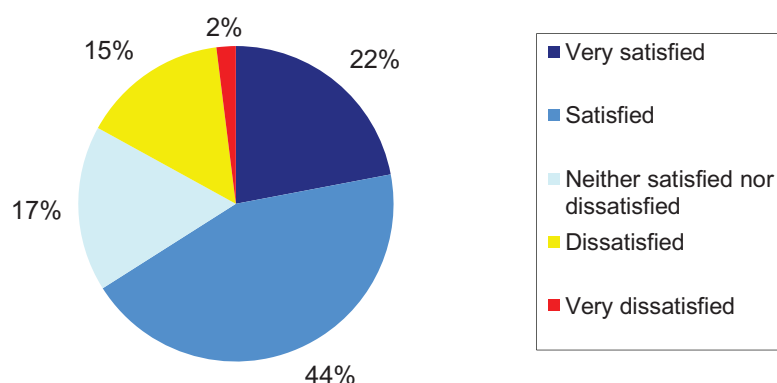
|  | To a very great extent | To a great extent | To some extent | To a little extent | Not at all |
|--|------------------------|-------------------|----------------|--------------------|------------|
| <b>2008 results</b><br>112 answers (15/31/50/10/6)     | 13%                    | 28%               | 45%            | 9%                 | 5%         |
| <b>2007 results</b><br>57 answers (10/16/21/7/3)       | 18%                    | 28%               | 37%            | 12%                | 5%         |
| <b>2006 results</b><br>105 answers (15/31/43/13/3)     | 14%                    | 30%               | 41%            | 12%                | 3%         |
| <b>2005 results</b><br>81 answers (13/20/39/5/4)       | 16%                    | 25%               | 48%            | 6%                 | 5%         |
| <b>2004 results</b><br>131 answers (22/27/48/21/13)    | 17 %                   | 21 %              | 36 %           | 16 %               | 10 %       |
|  | <b>Yes</b>             |                   |                |                    | <b>No</b>  |
| <b>2003 results<sup>15</sup></b><br>98 answers (52/46) | 53 %                   |                   |                |                    | 47 %       |
| <b>2002 results</b><br>70 answers (47/23)              | 67 %                   |                   |                |                    | 33 %       |

<sup>15</sup> Wording of the question in the 2002 and 2003 surveys: "Have your tasks and responsibilities changed substantially throughout your JPO assignment?"  
2008 JPO Satisfaction Survey

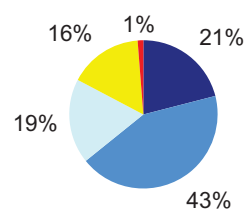


**2.2.1 If changed at all, how satisfied were you with the way/extent to which you were consulted in the process?**

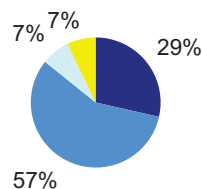
**2.2.1**



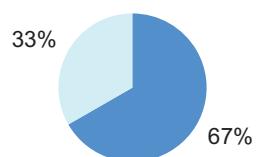
**UNDP & affiliated**



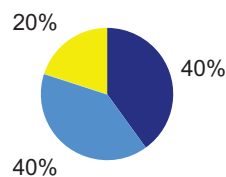
**UNFPA**



**WHO**

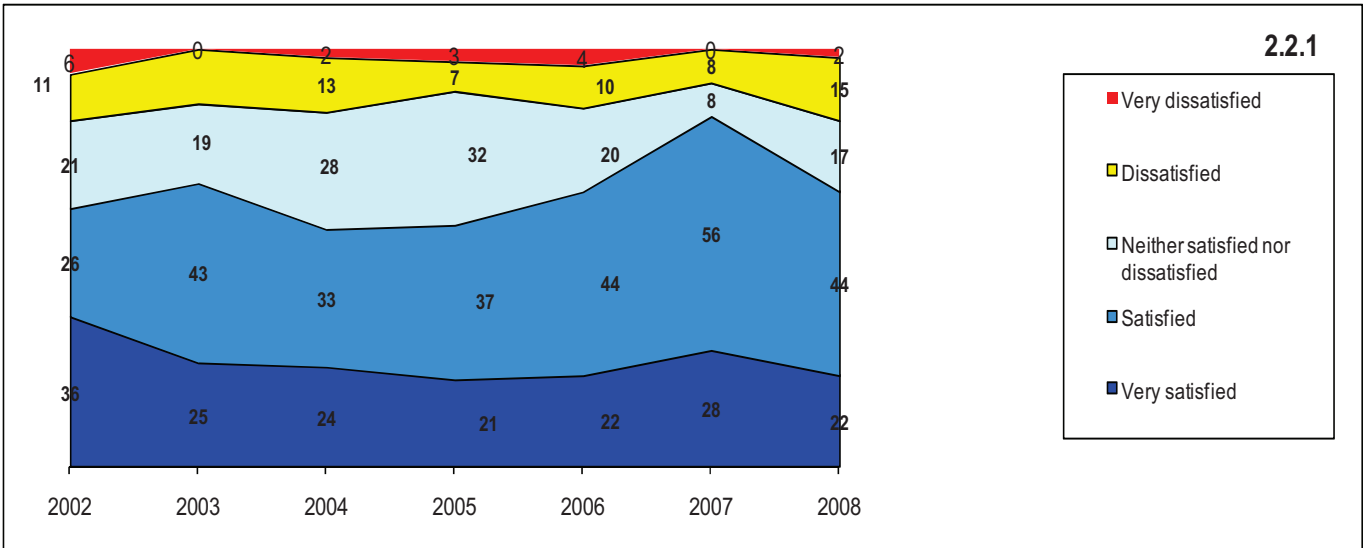


**UNAIDS**



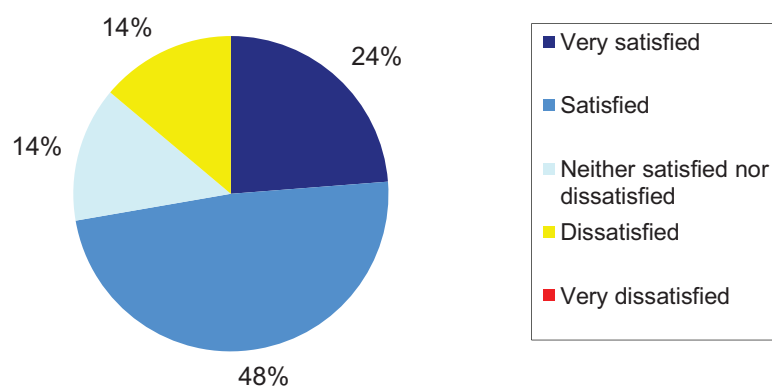
|  | Very satisfied | Satisfied | Neither satisfied nor dissatisfied | Dissatisfied | Very dissatisfied |
|--|----------------|-----------|------------------------------------|--------------|-------------------|
| <b>2008 results</b><br>103 answers (23/45/18/15/2) | 22%            | 44%       | 17%                                | 15%          | 2%                |
| <b>2007 results</b><br>50 answers (14/28/4/4/0)    | 28%            | 56%       | 8%                                 | 8%           | 0%                |
| <b>2006 results</b><br>98 answers (22/42/20/10/5)  | 22%            | 44%       | 20%                                | 10%          | 4%                |
| <b>2005 results</b><br>75 answers (16/28/24/5/2)   | 21%            | 37%       | 32%                                | 7%           | 3%                |
| <b>2004 results</b><br>109 answers (26/36/31/14/2) | 24 %           | 33 %      | 28 %                               | 13 %         | 2 %               |
| <b>2003 results</b><br>52 answers (13/22/10/7/0)   | 25 %           | 43 %      | 19 %                               | 13 %         | 0 %               |
| <b>2002 results</b><br>47 answers (17/12/10/5/3)   | 36 %           | 26 %      | 21 %                               | 11 %         | 6 %               |

2.2.1

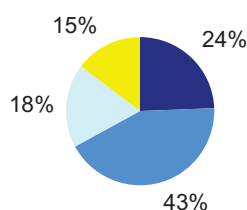


## 2.2.2 If changed at all, how satisfied were you with the changes in your tasks and responsibilities?

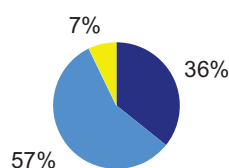
### 2.2.2



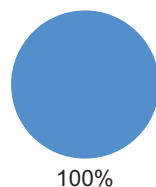
#### UNDP & affiliated



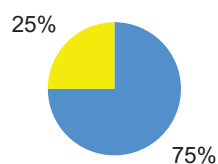
#### UNFPA



#### WHO



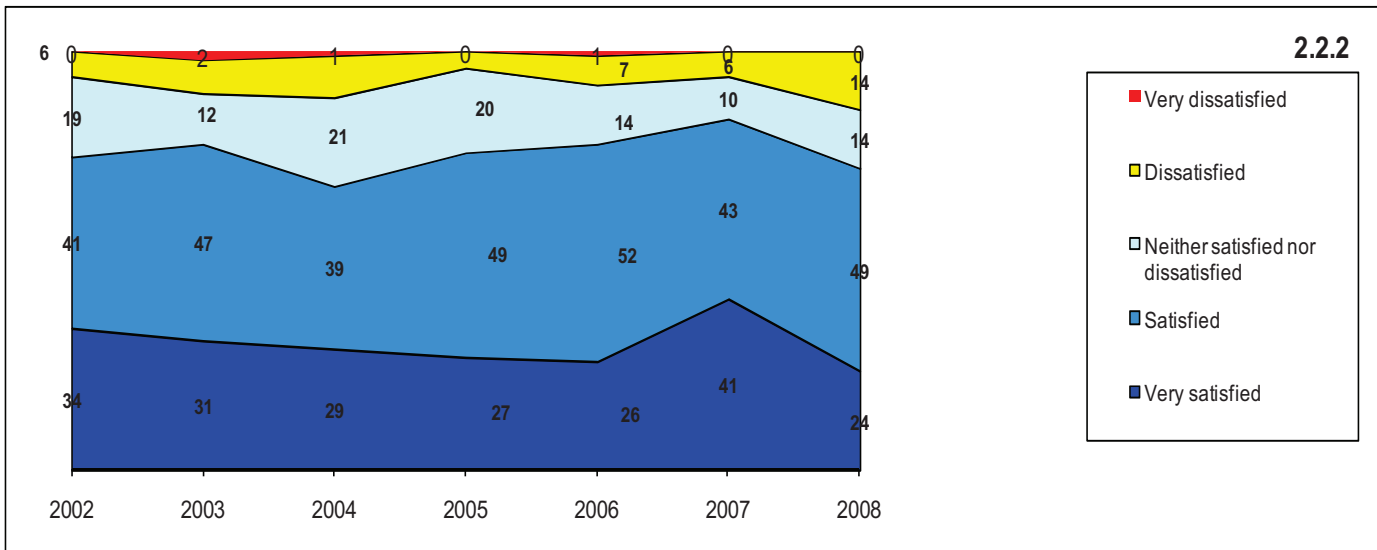
#### UNAIDS



|   | Very satisfied | Satisfied | Neither satisfied nor dissatisfied | Dissatisfied | Very dissatisfied |
|---|----------------|-----------|------------------------------------|--------------|-------------------|
| <b>2008 results</b><br>103 answers (25/50/14/14/0)            | 24%            | 49%       | 14%                                | 14%          | 0%                |
| <b>2007 results</b><br>49 answers (20/21/5/3/0)               | 41%            | 43%       | 10%                                | 6%           | 0%                |
| <b>2006 results</b><br>98 answers (25/51/14/7/1)              | 26%            | 52%       | 14%                                | 7%           | 1%                |
| <b>2005 results</b><br>74 answers (30/36/15/3/0)              | 27%            | 49%       | 20%                                | 4%           | 0%                |
| <b>2004 results</b><br>107 answers (31/42/22/11/1)            | 29%            | 39%       | 21%                                | 10%          | 1%                |
| <b>2003 results</b> <sup>16</sup><br>51 answers (16/24/6/4/1) | 31%            | 47%       | 12%                                | 8%           | 2%                |
| <b>2002 results</b><br>47 answers (16/19/9/3/0)               | 34%            | 41%       | 19%                                | 6%           | 0%                |

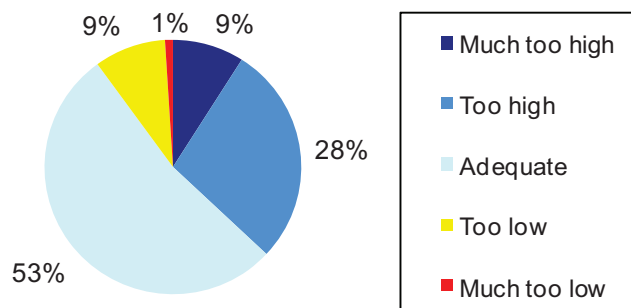
<sup>16</sup> Wording of the question in the 2002 and 2003 surveys: "If yes, to what extent are you satisfied with the way in which your tasks and responsibilities have changed?"  
2008 JPO Satisfaction Survey

2.2.2

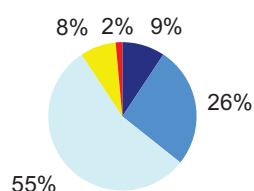


## 2.3 How would you rate your average monthly work load?

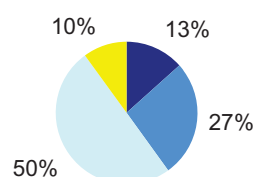
### 2.3



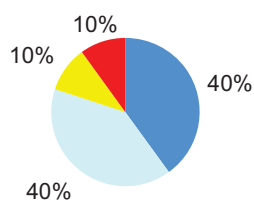
#### UNDP & affiliated



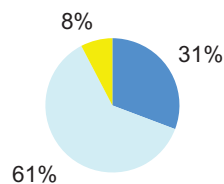
#### UNFPA



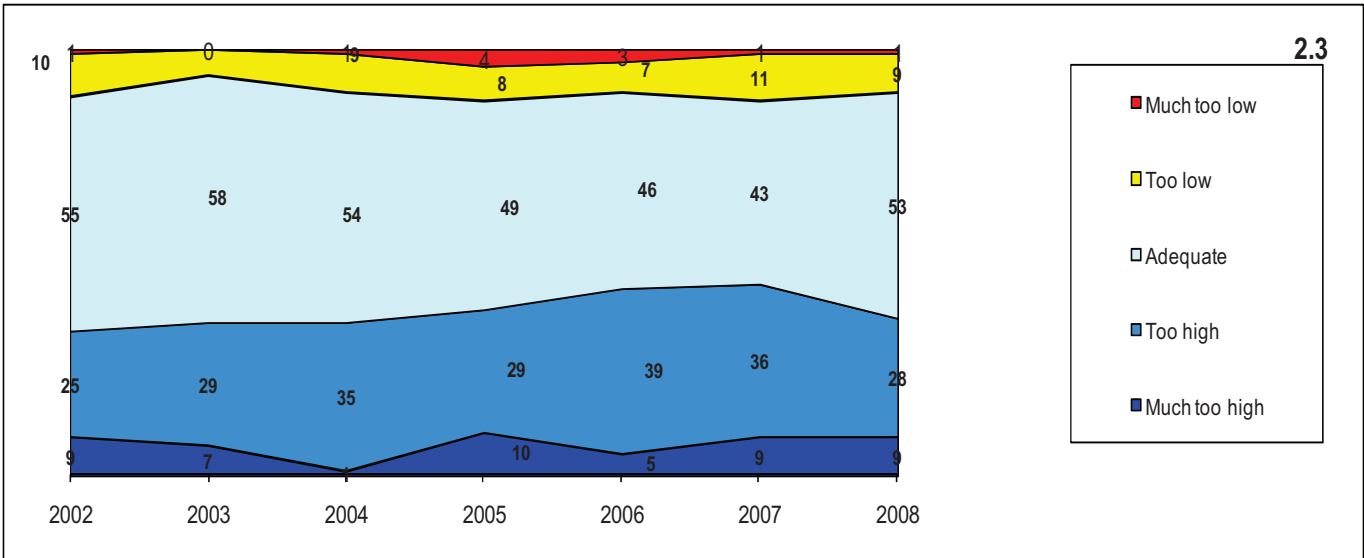
#### WHO



#### UNAIDS

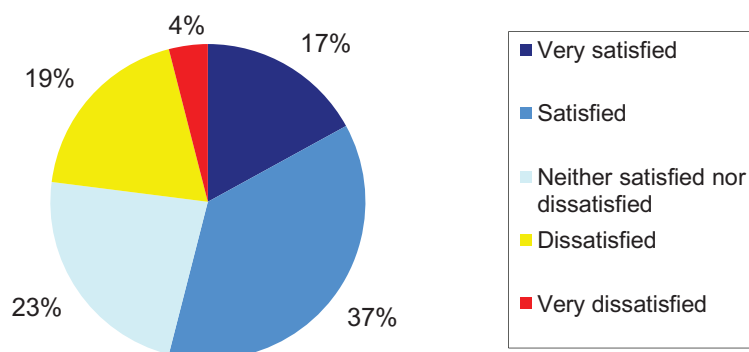


|  | Much too high | Too high | Adequate | Too low | Much too low |
|--|---------------|----------|----------|---------|--------------|
| <b>2008 results</b><br>201 answers (18/56/106/18/3)  | 9%            | 28%      | 53%      | 9%      | 1%           |
| <b>2007 results</b><br>118 answers (11/42/51/13/1)   | 9%            | 36%      | 43%      | 11%     | 1%           |
| <b>2006 results</b><br>174 answers (9/68/79/13/5)    | 5%            | 39%      | 46%      | 7%      | 3%           |
| <b>2005 results</b><br>151 answers (15/44/73/12/7)   | 10%           | 29%      | 49%      | 8%      | 4%           |
| <b>2004 results</b><br>143 answers (2/50/76/13/2)    | 1%            | 35%      | 54%      | 9%      | 1%           |
| <b>2003 results</b><br>150 answers (11/44/86/9/0)    | 7%            | 29%      | 58%      | 6%      | 0%           |
| <b>2002 results</b><br>(137 answers) (12/34/76/14/1) | 9%            | 25%      | 55%      | 10%     | 1%           |

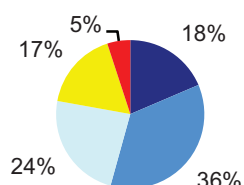


**2.4 How satisfied are you with the way and degree to which your pre-JPO skills and experience are being utilized?**

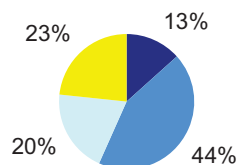
**2.4**



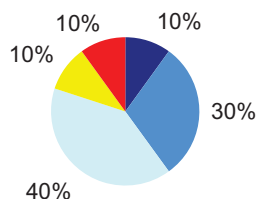
**UNDP & affiliated**



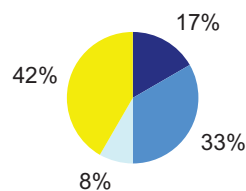
**UNFPA**



**WHO**

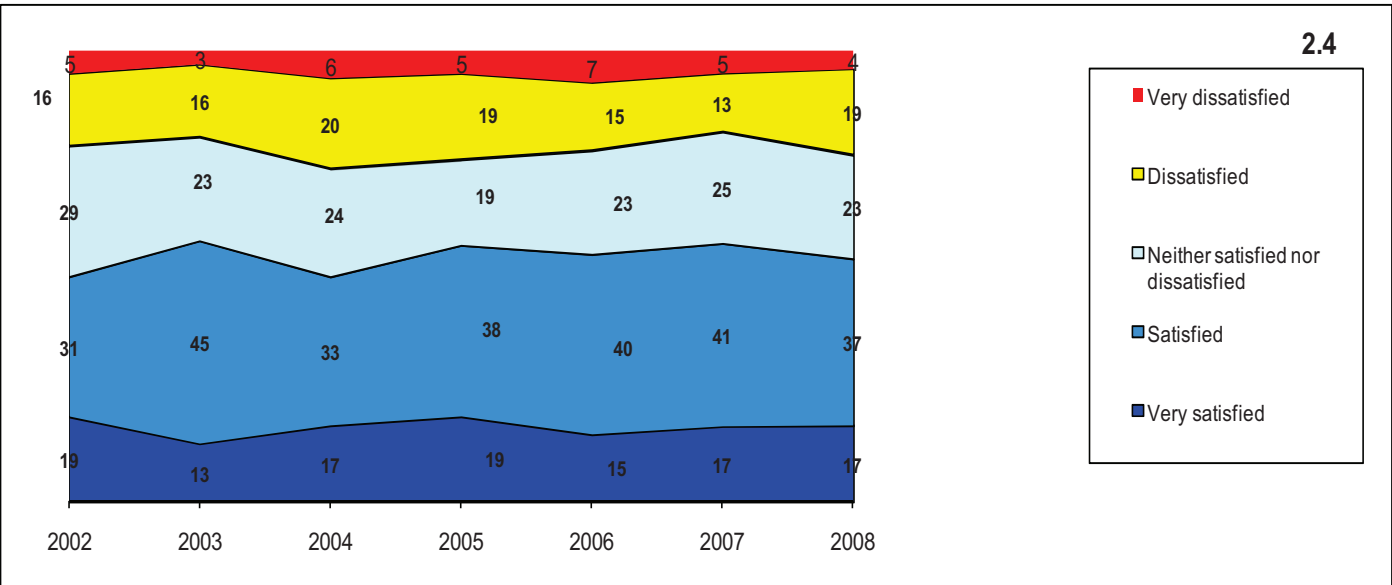


**UNAIDS**



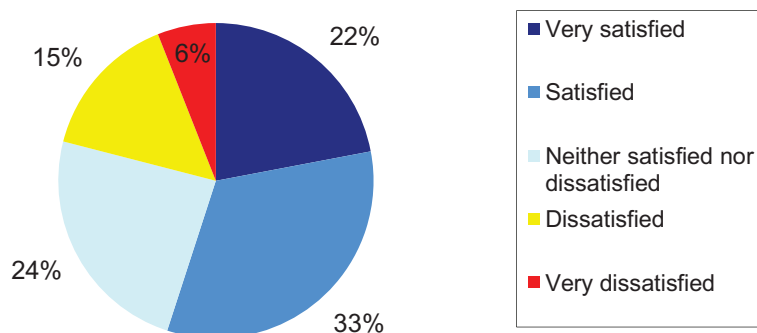
|   | Very satisfied | Satisfied | Neither satisfied nor dissatisfied | Dissatisfied | Very dissatisfied |
|---|----------------|-----------|------------------------------------|--------------|-------------------|
| <b>2008 results</b><br>201 answers (34/75/46/38/8)        | 17%            | 37%       | 23%                                | 19%          | 4%                |
| <b>2007 results</b><br>118 answers (20/48/29/15/6)        | 17%            | 41%       | 23%                                | 13%          | 5%                |
| <b>2006 results</b><br>175 answers (27/69/40/26/13)       | 15%            | 40%       | 23%                                | 15%          | 7%                |
| <b>2005 results</b><br>152 answers (29/57/29/29/8)        | 19%            | 38%       | 19%                                | 19%          | 5%                |
| <b>2004 results</b><br>145 answers (24/46/35/29/9/2)      | 17%            | 33%       | 24%                                | 20%          | 6%                |
| <b>2003 results</b><br>152 answer (19/69/35/24/5)         | 13%            | 45%       | 23%                                | 16%          | 3%                |
| <b>2002 results</b><br>140 answers (27/43/40/23/7)        | 19%            | 31%       | 29%                                | 16%          | 5%                |
| <b>2001 results<sup>17</sup></b><br>133 answers (88/6/39) | 66%            |           | 4%                                 | 30%          |                   |

<sup>17</sup> Wording of the question in the 2001 Survey: "Are your pre-employment skills and experience being utilized to your satisfaction?"  
2008 JPO Satisfaction Survey

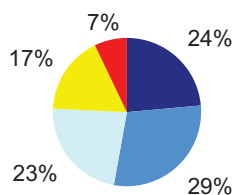


**2.5 How satisfied are you with the level of decision-making authority you have in your area of responsibility?**

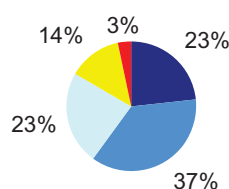
**2.5**



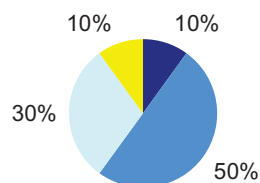
**UNDP & affiliated**



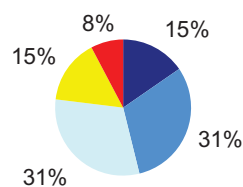
**UNFPA**



**WHO**

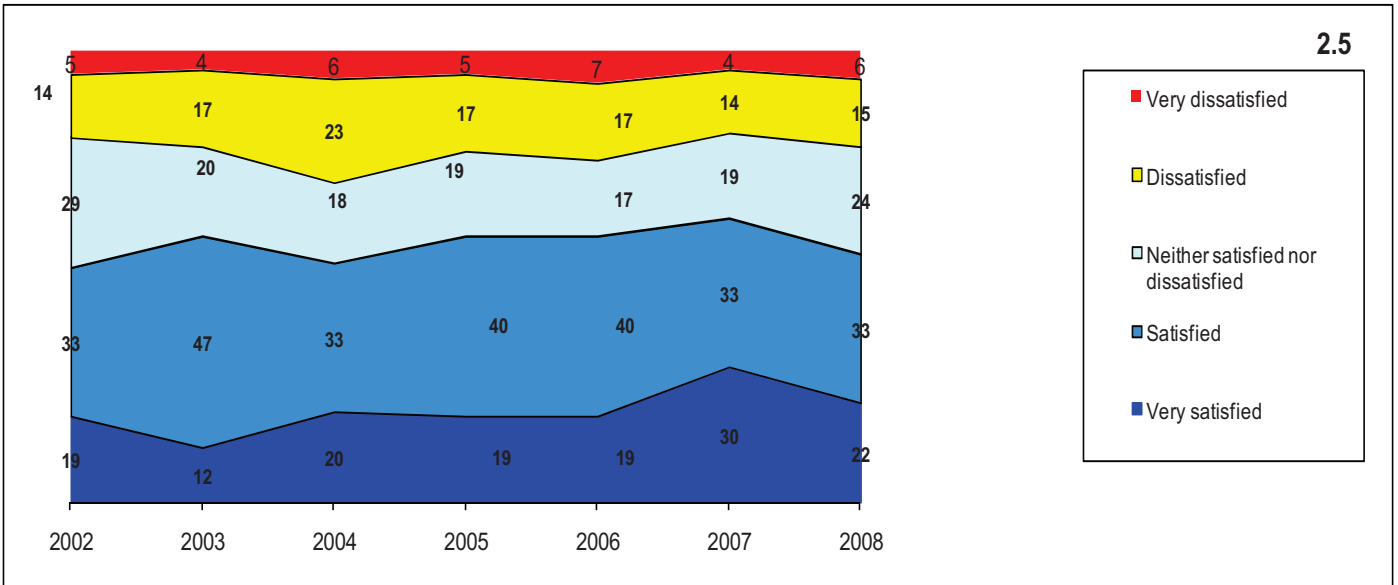


**UNAIDS**



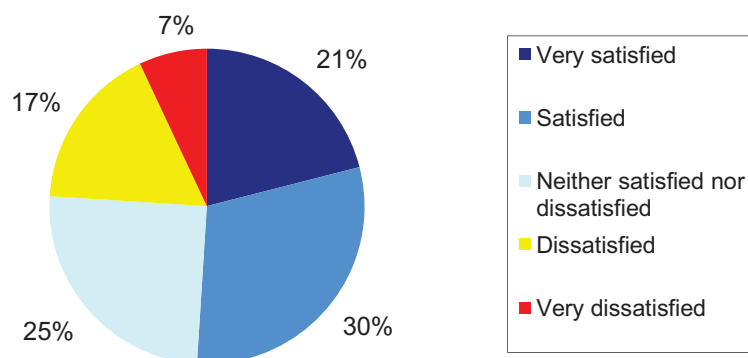
|   | Very satisfied | Satisfied | Neither satisfied nor dissatisfied | Dissatisfied | Very dissatisfied |
|---|----------------|-----------|------------------------------------|--------------|-------------------|
| <b>2008 results</b><br>201 answers (44/66/48/31/12)         | 22%            | 33%       | 24%                                | 15%          | 6%                |
| <b>2007 results</b><br>118 answers (35/39/23/16/5)          | 30%            | 33%       | 19%                                | 14%          | 4%                |
| <b>2006 results</b><br>174 answers (33/69/29/30/13)         | 19%            | 40%       | 17%                                | 17%          | 7%                |
| <b>2005 results</b><br>150 answers (29/58/28/26/9)          | 19%            | 40%       | 19%                                | 17%          | 5%                |
| <b>2004 results</b><br>144 answers (28/45/26/33/9)          | 20%            | 33%       | 18%                                | 23%          | 6%                |
| <b>2003 results</b><br>152 answers (18/72/30/26/5)          | 12%            | 47%       | 20%                                | 17%          | 4%                |
| <b>2002 results</b><br>140 answers (27/45/41/20/7)          | 19%            | 33%       | 29%                                | 14%          | 5%                |
| <b>2001 results</b> <sup>18</sup><br>133 answers (85/10/38) | 64%            | 7%        | 29%                                |              |                   |

<sup>18</sup> Wording of the question in the 2001 Survey: "Are you satisfied with the level of decision-making authority you enjoy in your area of responsibility?"  
2008 JPO Satisfaction Survey

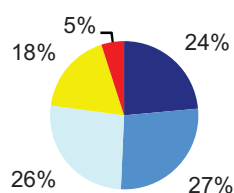


## 2.6 How satisfied are you with the access to and quality of supervision?

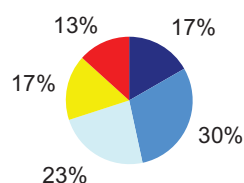
2.6



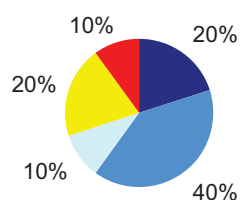
### UNDP & affiliated



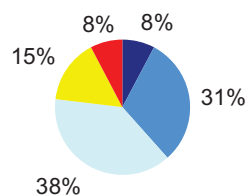
### UNFPA



### WHO



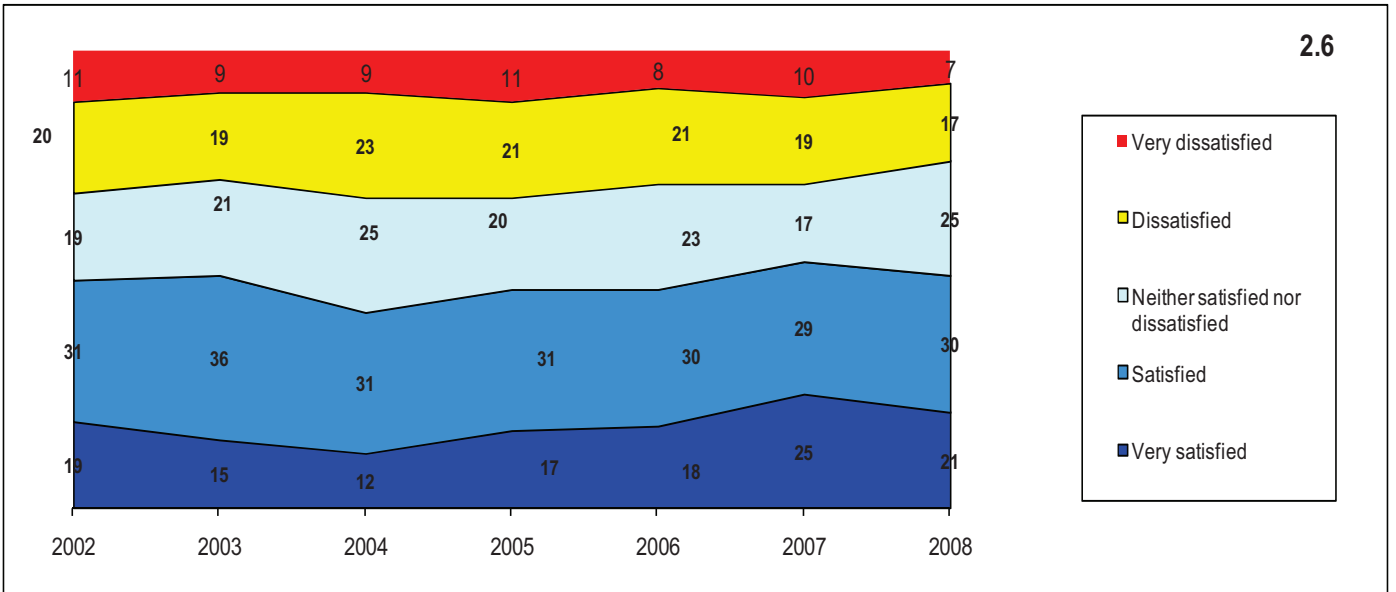
### UNAIDS



|   | Very satisfied | Satisfied | Neither satisfied nor dissatisfied | Dissatisfied | Very dissatisfied |
|---|----------------|-----------|------------------------------------|--------------|-------------------|
| <b>2008 results</b><br>201 answers (42/60/51/34/14)               | 21%            | 30%       | 25%                                | 17%          | 7%                |
| <b>2007 results</b><br>118 answers (30/34/20/22/12)               | 25%            | 29%       | 17%                                | 19%          | 10%               |
| <b>2006 results</b><br>174 answers (31/52/40/37/14)               | 18%            | 30%       | 23%                                | 21%          | 8%                |
| <b>2005 results</b><br>154 answers (26/47/31/32/18)               | 17%            | 31%       | 20%                                | 21%          | 11%               |
| <b>2004 results</b><br>145 answers (17/44/35/32/13)               | 12%            | 31%       | 25%                                | 23%          | 9%                |
| <b>2003 results</b> <sup>19</sup><br>150 answers (23/53/31/29/14) | 15%            | 36%       | 21%                                | 19%          | 9%                |
| <b>2002 results</b><br>140 answers (27/43/27/28/15)               | 19%            | 31%       | 19%                                | 20%          | 11%               |
| <b>2001 results</b> <sup>20</sup><br>133 answers (116/5/12)       | 87%            |           | 4%                                 | 9%           |                   |

<sup>19</sup> Wording of the question in the 2002 and 2003 surveys: "To what extent do your current access to supervision and the quality of supervision meet your expectations?"

<sup>20</sup> Wording of the question in the 2001 Survey: "Do you have reasonably easy access to senior management when in need of advice and/or guidance?"



## 2.6.1 If applicable, how would you explain the supervision issues you have encountered?

"My national supervisor does not supervise much or provide me with relevant guidance. My point of contact is usually the UNDP Deputy as a result."

"[...] I have two supervisors, UNDP ARR is primary supervisor and UNCDF Regional TA is secondary supervisor [...]. The supervision by UNDP supervisor is basically non-existent; he is very incompetent and incapable of providing guidance. That's why I am also dissatisfied with my level of responsibility which I find is far too much for a JPO. I often feel quite left alone. I appreciate being given decision-making authority but it is too much. My UNCDF supervisor is great, but the day-to-day supervision and guidance out of [my duty station] has its limits."

"I received advice and help from colleagues more than I have received from my assigned supervisor. The main reason is changes in the office structure."

"Supervision was good at the beginning. However I did not have a supervisor for the past 6 months."

"During my first assignment and duty station I was very satisfied with the representative, but during the second duty station my supervisor is not very good."

"My previous supervisor left several months ago. Current supervisor does not meet expectations."

"[...] My post was conceived by the former RC, who left a few months before I arrived to the country office. The new RC does not have a strategic vision for my post, so I have not received any orientation about what is expected from me and I go from short-term assignment to short-assignment without much strategic sense."

"Little guidance, unclear task allocations."

"Supervisor is overload and stressed, thus have little time to think about substantive supervision. Meanwhile, my supervisor often used me for assisting her with any tasks which are time-consuming administrative work that she would not like to do."

"It is often limited to the RCA discussion. Requires lost of proactivity from my side."

"I spent the first few months completely without agenda or supervision. Gradually I received a thematic niche to work on, although workload remains low. Also I have been given hardly any responsibilities in project/programme management contrary to my expectations. Although my supervisors are very kind, they are not easily accessible, due to their senior positions."

"My first supervisor (first 11 months) was looking very much into micro management and did leave me with very, very little space. It went that far that she would start discussing formatting issues on internal documents, or discuss formulations of how to better translate from Spanish to English. She would also make a lot of pressure on issues that did not depend on me but counterparts, making me call and cause pressure on them far more than I felt comfortable with, and this strategy did not lead to quicker or better results in my opinion, but rather affected the relation with clients in a negative way. More so it was difficult to relate with other professionals in the office without doing it through her, causing also a sense of feeling uncomfortable, if not fear. This caused long and frustrating working hours. Lunch was often skipped, so was called regularly at 17:30 an emergency meeting on rather irrelevant issues, if work had been better planned and if responsibilities delegated accordingly.

My new supervisor on the contrary follows a management by exceptions strategy and leaves me plenty of space to work out solutions, but is there to discuss or advise when needed. I could participate in the formulation of a joint program and contributed substantially to the logical framework [...]. Though I do much more (substantial) work now, I work less hours, have more freedom and therefore feel more comfortable at work."

"As an UNCDF JPO, I have 2 supervisors: one UNDP supervisor in the country office and one UNCDF supervisor in the Regional Office. Who has to supervise what and who can make the decision is not always clear. Also the UNDP supervisor does not always have the same interest and priorities as the UNCDF supervisor."

"[...] My primary supervisor is based in [another duty station]. The person in question is overloaded and does not have time to follow me up. I do have a supervisor [in my duty station] but who doesn't really supervise. So it has been a very difficult start, but I have paved my own way and as I am gaining more experience things are getting a bit easier. However, being the sole representative [of my organization] in the country it would be essential to be better coached as important decisions have to be taken."

"It is often very difficult to get my supervisor's attention, and that causes delays on moving things forward, and also sometimes causes that the work carried out (by myself and my colleagues) will not finally be utilised. He is however supportive when he has time to attend to issues related to my work. On the other hand I am very happy with the independence and level of responsibility I have been given on most of the issues I work with."

“Supervisor on extended missions; back-stopping arrangements not in place or not requested.”

“For me, the whole experience has been very good. I work 50% in two different units, but both my supervisors are very good and give me support when needed.”

“I have recently changed my supervisor so I do not have an opinion yet about the new supervision. Regarding the previous supervisor, my main concern related to the lack of independence in work, unwillingness to support initiatives in my work and learning.”

“My direct supervisor is not very committed. However, the Country Representative is very supportive.”

“[...] I did not have substantive supervision during the 3rd year, just management supervision (leave approval, brief review of delivery figures, etc.).”

“Lack of time to discuss issues in depth. Lack of time to discuss training options and future.”

“My supervisor did not provide me with adequate guidance and support nor did he take any interest in my growth and development. During the first year of my assignment I was given good support from the Deputy Programs however when he left in the following year it was a struggle to work with my supervisor due his lack of interest in me or the unit. The positive side is that it made me work with a number of unit heads that were always happy to give me guidance and support.”

“When I arrived to the office in [my duty station], there was no person in the office to supervise me. Supervision took place from the Sub-Regional Office [...]. The person who was to supervise me arrived after more than 2 months and she left again after more than year. Another supervisor arrived 9 months later. In between, I was the only programme person in the office [...].”

“Limited to no supervision encountered.”

“For more than one year we had an interim RC in charge who was over-loaded with work, and denied me to participate at THE (only) learning event of the year in my working area. As it was six months before the end of my assignment, the argument was made that it wasn't worth investing my time in this event, even though I explained of my interest to continue working with the UN and that this was an important learning opportunity for me. Even though I was supposed to make several presentations at this event, it was my supervisor who got permission to go. My office has a working environment with strong hierarchy which my supervisor reminds me of by small but very clear moves. Apart from being frustrating, in my view it does not support good team work nor improve our productivity or learning.”

“It seems that in general there is very little time to spare on supervision and the approach which has been used has been very much a sink or swim one. In addition, my duty station has been going through some changes the last six months or so and had not have a country programme manager for this time, just an officer in charge, the lack of supervision does partly stem from this as well.”

“Lack of time.”

“[...] My first supervisor is UNDP and the second UNCDF. Hence, due to the actual supervision lines and HR shortages in my Duty Station, I have been assigned on topic and issues outside my ToRs and the joint UNDP-UNCDF programming. This current situation reduces significantly my chances of specialization that I was looking for by joining CDF. This situation explains my dissatisfaction.”

“It is impossible to get clear guidelines and priorities not changing all the time. The (supervisor) also wants to decide on EVERY thing. Thus, being unable to know what he wants, I am wasting precious time and missing opportunities to do good work. My colleagues are facing the same issue with the (so-called) supervisor. It hasn't changed since I arrived almost years ago. It is a waste of resources.”

“During my first 9 months my supervisor was the Resident Representative. After that it was the Deputy Resident Representative or so I thought until I got the new organigramme to my chair where it said that my new supervisor is actually the Assistant Resident Representative. As my then supervisor (Assist. Rep.) left for HQ for assignment for 3 months I was not told who the new supervisor is. In general the supervisory skills in our office are very low in quality and quantity. However, the new Resident Representative we have (as of this August) seems great in supervising and managing people. Maybe we will learn from her.”

“Significantly improved in the course of my assignment due to staff changes.”

“Lack of management experience by supervisor, lack of ability to think or articulate issues and objectives clearly, lack of communication skills, hierarchical and domineering attitude to team members, which is evidenced by yelling, etc.”

“In the first nine months of my assignment, I was working under a supervisor who completely lacked both management and communication skills, and was totally unwilling to provide adequate supervision.”

Fortunately, I was successful in pushing for a transfer to a different work section, where I now have a very good supervisor who is clear on what should be done and how.”

“There is almost no supervision. Rather, I am guiding my supervisor on how to conduct the job. Also, the management usually does not show us directions to take in advance and only conduct negative checks.”

“There are many layers of supervisors, and at times ensuring all of them are informed of my day-to-day activities is difficult.”

“No supervision on substantive issues. Little guidance regarding the (complex) projects that I am working on.”

“Have received adequate level of independence and clear own responsibilities.”

“My supervisor does NOT supervise. He bosses people around. He does not give any feedback, even when requested. We never discuss even the PAD information except that he tells me to fill it in online and he will finalize it online.”

“During my two years of service, I had three different supervisors (Assistant Representatives): first one retired, new one recruited, but due to the change in responsibilities I was transferred to another unit to be supervised by third supervisor. Overall, supervision from direct supervisors (Assistant Representatives) was minimal, however most of the coaching and guidance were received from the Representative and Deputy Representative.”

“My current supervisor (in the last year) has no prior UN experience, which is somewhat frustrating. My supervisor also, does not have good management skills and tends to be too concerned about superficial issues rather than substantive issues.”

“The supervisor has not given any supervision but rather demotivated, criticized, bullied and harassed me (and the rest of my unit) and I have spent much energy trying to be a spokesperson on behalf of the rest of my team.”

“My supervisor provides good guidance and excellent support in the work to be done. He can be accessed very easily.”

“Insufficient management skills of the middle management, authoritarian organizational culture, insufficient psychological screening when recruiting national staff as managers.”

“- RCA not complete by the management for the last two years;  
- Not regular coordination meetings with staff in general and with the JPO or UNV in particular.”

“I have no supervision at all.”

“I have very good mentoring, on-the-job training, and supervision as needed. I am very satisfied!”

“I get little feedback on my work from my supervisor - my learning on the job experience would benefit from more feedback.”

“There isn't a clear division of labour between our tasks, or a clear definition of which (relatively minor) decisions I am authorized to make, which makes my role in the office quite unclear. I feel like I am now treated more like an intern/trainee than I was in my first two years at a different duty station.”

“Great supervisor but very busy and sometimes not accessible.”

“Changing supervisors (3 within 2 years).”

“Personal and cultural: I am used to being direct and it is still sometimes difficult to deal with/ adapt to indirect communication.”

“With the exception of one, the supervisors I have encountered seem ill-prepared for the task at hand; moreover, they do not seem to have been chosen based on any criteria. Lacking the ability to hold supervisors more accountable for their supervision leads to an endless circle of dissatisfaction.”

“I am matrixed, and my secondary supervisor [...] is the one with the most knowledge and oversight. At times it has been frustrating having her so far away, since my local supervisor became my primary supervisor simply because of the decentralisation process and corporate rules, and not because of relevance or commitment. His laissez-faire approach has been much appreciated, but at times it has been hard to get immediate feedback on issues from my NY supervisor.”

“I can't think about any issue. I have always received great support from my supervisor. My office location is just by my supervisor's and even though she is very busy (as DRR) she is always ready to support and answer to any doubt.”

"I am between two areas of work [...] which makes supervision very complicated."

"They have been great with the Country Representative. It is a good idea that the Country Representative is the supervisor of the JPO even if he is not the direct supervisor. In this sense, if there is any problem with the direct supervisor, the JPO can always access the country representative and overall supervisor."

"Supervisor does not believe in working with internationals in CO. (They are) only interested in delivery and not supportive of [...] 80 % of my TOR. Also there is no support to the part of my TORs that focuses on regional work."

"The supervisor listed in my original terms of reference never acted as my supervisor and I rarely met her. After three months my supervisor was changed to a position that had not actually been filled yet. I was not consulted in this change. When that person arrived, she was clearly new to the organization and also seemed to have no skills or experience in supervising. I find myself often needing to assist this person, and yet without any of my own decision-making authority."

"My direct boss is national staff, and I don't think he is that much accustomed to supervise/mentor officers."

"This is the job where I have held the lowest responsibilities, I do not feel I am being utilised to my full potential. My supervisor is still not clear and I get very little time and attention from the senior staff."

"Office has good working environment and relations are good but no regular supervision meetings are held. Especially in the beginning it would have been important. Also the JPO learning needs have been mostly set aside and 95 % of my time is completing my duties."

"From the beginning, I feel I have received most of my de facto supervision from another colleague also working on the project I am assigned to, not the person designated as my supervisor. The fact that from the beginning my supervisor had no idea of who is responsible for providing my working equipment (an issue which also led to a massive conflict) has been the starting point to the overall feeling I have of not having proper supervision and guidance. My supervisor has also not informed me or talked with me about the additional learning I am supposed to do nor advised me regarding the RCA. My work plan has also been mostly floating in the air."

"My immediate supervisor is way too busy to have a quality supervision of my work."

"I have a distance relationship with my supervisors [...] but it is working out very well. They are both almost always available for questions and response times are short."

"There is no regular supervision, and guidance may change from day to day. However, ad hoc guidance is always given when I ask for it."

"Supervisors are too busy to make time for providing guidance and instructions. The instructions are very much ad hoc."

"My supervisor is always very busy and it is difficult to find time to talk so that I can receive feedback on my work."

"Supervisor is accessible but not giving critical quality guidance."

"This is the beginning of my assignment [...] so I think that the lack of responsibilities or involvement is to an extent normal. I just hope this will change. I know that this needs to come from both sides (I need to be given work and I need to take initiative in order to have more responsibilities). More guidance on how would be useful."

"I do feel control and testing, without getting serious professional tasks, but not really supervision. Even in my very first job 5 years ago I was given more responsibility than here so far. During [...] the very first week, my supervisor greeted me briefly, talked to me once more, and then literally ignored me, not reacting to smiles, greetings, or anything and didn't introduce me to anyone either. I find this very inappropriate, but it might have been a way of testing how I do everything myself. So far, I have no area of responsibility, but I am rewriting things he wrote and assisting in different ways. To be honest, I only realized that I had applied for an assistant job during the first days - which I would never have done, especially in a position where so far I do not have anything to do with the [...] contents/topics I have worked on previously, but rather on organizational and monitoring issues. (I did not know what a Practical Manager does, so I just assumed from my TORs that I would be managing projects [...], doing outreach work, etc. just as before.) While this was partially my mistake, the TOR were also not clear enough and have changed substantially."

"Although it has been only 4 weeks, I am very satisfied with my supervisor."

"Supervisor has too many meetings to attend, and cannot take time to talk with any of the staff."

"Immediate supervisor was not prepared to give guidance and information about ongoing projects and the overall supervisor is not readily accessible or available due to travel and workload, hence not able to discuss matters relevant to my tasks and work situation."

"I arrived three weeks ago and am trying to define my TORs and who is going to be my supervisor. I still do not know which will be my responsibilities."

"Lack of consensus or delegation in the decision making process."

"The Regional director has become my direct supervisor which is to be very much appreciated. After 9 months as a JPO I already found my place in the team and work as an additional staff member, respected and trusted."

"[...] I would have appreciated to receive a general induction of the work in the area in which I'm assigned (I think this is because when I arrived, the Office was closing the fiscal year and my supervisor has gone on holidays afterwards...). But I have the chance to ask everybody about my doubts."

"It is not the person appointed as my supervisor who provides supervision but instead the person directly superior to me. As my supervisor and daily leader do not necessarily get along very well it might be problematic at one point."

"My supervisor [...] does not have too much time for supervision..."

"I am supervised directly by the Representative who does not really have the time to explain things or provide guidance."

"My supervisor is on long-term sick leave but everyone -including herself - is doing everything they can to fill in the gaps."

"Absence of time of manager to ensure good supervision and on the job training also due to nature of the work: highly diplomatic and less technical/management oriented."

"I am supposed to be supervised by the Representative, she has a lot of experience but she gives me to another person who has less experience and every time our document come with observations. I work too much on management programme than a technical focus as my knowledge."

"I have direct communication with my supervisor who is my boss, so that makes everything easier because I know my duties and responsibilities."

"My supervisor is the Country Coordinator, he is very busy and therefore there is not so much time for actual supervision. But with time I think it will improve when my ToRs are more in place."

"I have the last few months got a new supervisor, but the first 8 months I have not had any."

"Lack of sharing information; giving information at the last minute."

"My supervisor(s) are very often on mission and out of the office. With limited decision-making authority, some processes are put on hold simply because my supervisor(s) are not in the office and do not react per e-mail. This works a little frustrating."

"[...] It was not at all good during the first 4-5 months. My direct supervisor was not clear about the role as supervisor. However, to the extent that the DRR was available I got good direction from that side. After my previous supervisor left, it has changed to being much better. The lesson learned is that JPOSC and/or agencies should take the role more serious and provide training/make clear agreements with supervisors about the task. If supervisors do not feel they can live up to that, someone else should be found."

"Only when my contract is up for renewal do I get feedback for my performance. However communication in my office is very clear and direct so I am quite happy! "

"The quality of supervision has been very low; fortunately I have very supportive colleagues who also suffer from the same problem."

"In my first duty station [...], it was great, but since I arrived in [my new] Office, I have no real supervision."

"The JPO assignment is a little bit of a step back for me in one sense as I was in a managerial position at my previous employer and had to start from zero at the UN. However, during the course of the first year, my department realized that they could entrust me with more responsible tasks and started assigning those to me."

"My second supervisor gave to me some basic information on my working plan but it wasn't enough."

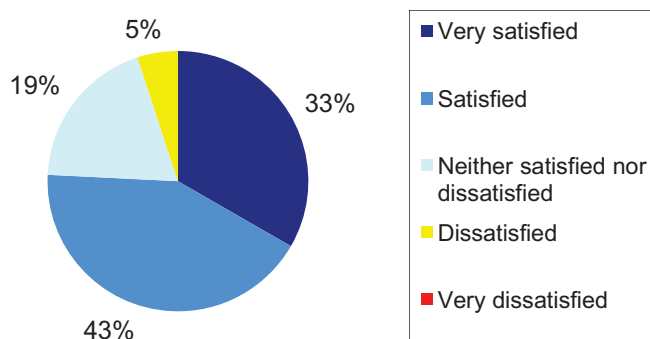
“Coming from the private sector [...] and INGO [...], I approached being a JPO as a new challenge. It is difficult sometimes to explain that strong supervision is not necessary (for JPOs particularly) since past experiences of staff members within [my organization] haven't been shared that often.”

“After the problems describe here below, my time was divided into 30% for climate change issues, which I am very satisfied with (and my supervisor is great), and M&E (that I do not enjoy, I am no expert in, and would rather not be doing). Here my supervisor doesn't listen to my points, never has the time to seat with me, and provides virtually no guidance.”

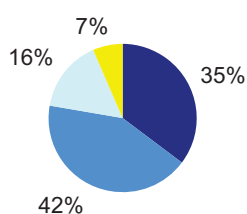
“I still have no responsibilities and continue my learning process, so many answers to the above questions may not actually express my feelings regarding my assignment [...].”

**2.7 How satisfied are you with the support you receive from your colleagues?**

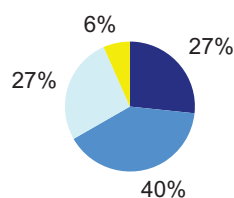
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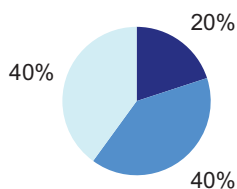
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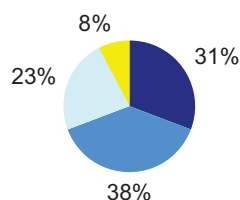
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**WHO**

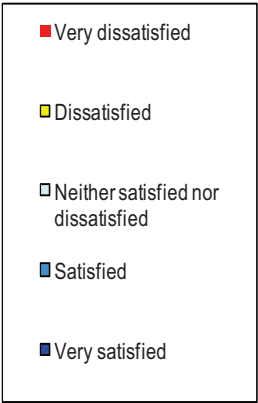
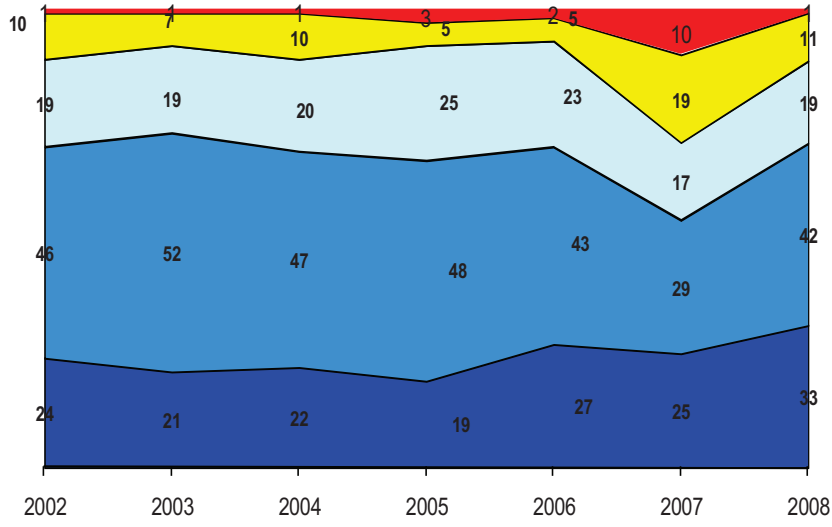


**UNAIDS**



|   | Very satisfied | Satisfied | Neither satisfied nor dissatisfied | Dissatisfied | Very dissatisfied |
|---|----------------|-----------|------------------------------------|--------------|-------------------|
| <b>2008 results</b><br>201 answers (66/84/39/11/1)          | 33%            | 42%       | 19%                                | 5%           | 0%                |
| <b>2007 results</b><br>118 answers (30/34/20/22/12)         | 25%            | 29%       | 17%                                | 19%          | 10%               |
| <b>2006 results</b><br>175 answers (47/74/41/9/4)           | 27%            | 43%       | 23%                                | 5%           | 2%                |
| <b>2005 results</b><br>154 answers (29/74/39/7/5)           | 19%            | 48%       | 25%                                | 5%           | 3%                |
| <b>2004 results</b><br>145 answers (31/66/29/14/2)          | 22 %           | 47 %      | 20 %                               | 10 %         | 1 %               |
| <b>2003 results</b><br>151 answers (32/77/29/11/2)          | 21 %           | 52 %      | 19 %                               | 7 %          | 1 %               |
| <b>2002 results</b><br>139 answers (33/64/27/14/1)          | 24 %           | 46 %      | 19 %                               | 10 %         | 1 %               |
| <b>2001 results</b> <sup>21</sup><br>133 answers (100/5/28) | 75 %           |           | 4 %                                | 21 %         |                   |

<sup>21</sup> Wording of the question in the 2001 Survey: "Do you have reasonably easy access to senior management when in need of advice and/or guidance?"  
2008 JPO Satisfaction Survey



## 2.8 Further comments on your assignment:

"Good supportive climate in the office, once you get used to particularities of each and everybody. Bureaucracy is pretty high and slows down progress."

"Overall my assignment is fine, but I definitely had a lot more to do, a lot more decision-making power and room for creativity, and a lot more responsibility and authority in my first duty station. Information sharing was better in my first duty station, and I now often feel like everyone is keeping information to themselves, whether intentionally or just out of habit, which makes it difficult to stay on top of things."

"[My duty station] has several UN agency Headquarters [...] and therefore there is a permanent representative from [the] Embassy, who also serve as a mentor for all UN staff [from my country]. This is an advantage to expand network and share information."

"I had to assign myself some tasks and informed my supervisor that I am comfortable handling the tasks thus she agreed to assign them to me."

"[...] My first supervisor is UNDP and the second UNCDF. Hence, due to the actual supervision lines and HR shortages in my Duty Station, I have been assigned on topic and issues outside my ToRs and the joint UNDP-UNCDF programming. This current situation reduces significantly my chances of specialization that I was looking for by joining CDF. This situation explains my dissatisfaction."

"I was assigned to a position that was already filled when I arrived. As the JPO vacancy had been open for over a year this is hardly surprising. Perhaps the JPOSC could periodically re-evaluate JPO vacancies to see whether vacancies are still current. JPOs should not be used as cheap labour but assigned to specific tasks that are clearly defined in advance. Perhaps I was too flexible when it came to accepting the complete change of my TORs, but at that stage I was so glad at obtaining a JPO position that I did not want to put my assignment at risk."

"My colleagues are very helpful but it seems that on the country office level training to local staff is very ad hoc and even the permanent staffs in the admin units do not know all rules and procedures."

"I like very much what I do. But problems in the country office are several, which I identify to have as root cause the lack of staff, in quantity and quality. When I joined [...], I joined a team of three [...]. [Two of them] have left [...], and no replacement took place, despite my insistence. At the same time, the [...] Unit priorities remain, since substantial attention was never given by senior management to the reformulation of the [...] Unit portfolio. As a result the workload is too heavy, and the ability to deliver quality products is restricted."

"Due to the prevailing security situation (Phase III) in [my duty station], I was relocated [...]. This posed additional challenges on the assignment."

"Still have the feeling to be very privileged to work for UNFPA."

"I get exposed to many different tasks and environments. The use of my expertise is too limited since the tasks are more of coordination nature. Support from colleagues varies a lot, as does the level of independence I am allowed to work with. Shortly - a lot of interesting opportunities, little room for continuity and focus or providing good quality of work."

"Overloaded colleagues have little time to introduce me to the job and take time to explain things."

"My assignment could be very interesting and after almost 2 years I know I could help making a difference if only I had the means to do it: either clear guidelines, or some independence for the decision-making. However, I am living the opposite experience. It is a pity."

"While it is general knowledge TORs are not for real, there should be some limits to the disconnection with reality. COs should not just copy/paste templates from the web, and new elements should not be added to standard TORs if they are not going to be followed up on. The management and paperwork oriented nature of Programme Officer work at UNDP should be clearly emphasized."

"The team is very small and all get along very well. If I need support from other colleagues I have no problem receiving that! "

"Although my assignment has improved considerably, and I have been able to conduct research studies independently, using skills learnt during my previous jobs, I have to say that if I knew what the assignment was like, I would not have accepted. I feel I have taken a step back in my career, being quite an old JPO, and am only now doing tasks that are slightly comparable on a level of difficulty and responsibility to those in my previous job, which I had now nearly 1,5 years ago. Talk about stalled career progression!"

"[...] The start has been difficult without clear instructions [...]."

"Little room for making own decisions. Very much ad-hoc work, impossible to plan the day or the hours."

"This office has been very supportive since the beginning with all the areas of work that I had to learn and I am still learning."

"Satisfied."

"Very good support from direct supervisor and colleagues with whom I collaborate most - less recognition from management. A bit of the JPO label phenomenon, but much less so than other JPO colleagues it seems."

"Task and responsibilities never corresponded to the original TOR which was too vague to begin with in order to define what deliverables and tasks are expected from the JPO. The work has changed enormously from the beginning and is now more demand-driven and in line with mainstream corporate priorities whereas it was first envisaged a position for providing support in emerging areas. The latter is not at all a suitable role for JPO without strong supervisory support."

"I have changed duty station and thus responsibilities. I like my new assignment but, since the office is going through a MCT process, there is a lack of team work, the supervisors are much occupied and have not enough time to give feedback and the work load for those of us that are not leaving is too high."

"I would like to mention the lack of leadership in the duty station that directly affect the staff's performance and the quality of job. The lack of confidence of the staff in the system was an important issue, overall the national staff."

"It is and has always been excellent."

"Since I am so far only working with my supervisor (and once with [an] expert), there is practically no team work at all, and I am afraid that this will not change substantially, although I will try everything possible to be working on contents with the team."

"Despite lots of challenges in terms of trying to deliver as one without being a pilot country, I am really happy about the support from colleagues, and the wide variety of tasks given. It all contributes to a steep learning curve in a pleasant working environment."

"My duties didn't change much but actually I got to do what I came to do when the new country office Representative stepped in. So I feel like the first 1,5 half years was wasted. But now I am happy and getting the challenges I was looking for."

"The official assignment to me is fine. I am very enjoying it. However, many hours are killed by supporting the tasks that my supervisor and unit colleagues are supposed to do. For example, Atlas dashboards of all the projects under our unit are regularly filled in only by me, although there are at least two more programme officers in charge of several projects. I am consuming a lot of time on behalf of a One UN Theme Group co-chair (i.e. my direct supervisor) as well."

"Very good learning experience! Got a lot of responsibility, worked in many different areas (maybe too many) and got a good overview about the work of the Country Office and our Government partners."

"I have extremely great memories and fondness of the work, supervisor and colleagues whom I met [...]."

"The needs at CO and my interests fit well."

"The initial settling-in challenges mentioned above have all long been solved and my work environment is nearly perfect by now. As a JPO I enjoy equal rights and responsibilities as all other staff members."

"Although the average monthly work-load is adequate, the distribution of work over the year is completely uneven. Sometimes there is very little work to do, sometimes it is hardly manageable. Rather than being used as extra staff when things are busy, JPO workplans should be well planned out over the year."

"Operations colleagues are not always as helpful as they could be and do not share information timely. Often you rely very much on yourself."

"There is a challenging working environment, since I work at a regional office, thus having responsibility for single Country and project portfolio to follow up. This means my tasks include a wide range of activities, but at the end they are related to each other and coherent with my professional profile as JPO."

"Many colleagues pose a problem, are again all international staff and see me as a threat. There are some exceptions of very capable and pleasant colleagues."

"The above answers are only indicative, and it really depends on individual situations. For instance, support from certain colleagues has been fantastic, whereas others have been very reluctant to help and support when needed."

"Regarding the support from colleagues, in the first and only briefing given to me I was advised to direct all my questions to my supervisor, not to other colleagues in the UNDP office as this would only result in them getting annoyed with me. I found this advice strange. In practice, however, the support and advice I have received from colleagues have been very important to me."

"Overall I am satisfied with my assignment, and I feel that I am learning professionally. However, my main frustration is the amount of administrative in comparison with substantive work. Though I realize that this applies to most programme officers in my office."

"My colleagues do not understand what my role should be, and they do share information with me willingly, nor do they consider my opinion and recommendations seriously."

"Horizontal view on the whole organisation, great team, very positive learning experience."

"I am generally very satisfied with my position and supervision."

"I was seconded to [another office] [...]. I was very satisfied with the support I received from JPOSC and [my donor country] as well as my supervisor who saw the career development potential in this secondment."

"It is unclear from the organization's HR and also from the JPOSC how much we are meant to simply 'accept' drastic changes in our terms of reference. In my case, there was a clear job title and yet unclear terms of reference, and when I asked during the interview for them to be specified more clearly, I was told that "we have to see, but definitely you will be working in the areas of your job title." This created extra "space" for the Representative to try to completely change my position as she had not been involved in the interview. I would advocate not placing JPOs where the TORs are not specific or where there is a change in Representative in progress."

"I would like to have a better defined area of work, I have voiced this concern and it is being addressed."

"One comment: being a UNCDF JPO integrated into a UNDP office, I am somewhat part of 2 structures. So my feedback in the survey is not easy in the sense that there is a discrepancy between my levels of satisfaction with each of the organisations. I am quite happy to be part of UNCDF and the support I have received from the regional team is great; there are however many unclear procedures/policies that make it difficult for a JPO at the country office to figure out how things work. The UNDP supervision and guidance has been almost non-existent and the level of frustration is very high. So there I am dissatisfied with a lot of things."

"I have just reassigned to a new duty station (which is in flux itself) without reporting/supervising lines being clarified before arriving so I am struggling to clarify that. Little or no initiative by supervisor or others to help me out with this issue."

"In some ways the responsibility given is wonderful and I have great colleagues to work with. However, I am beginning to feel that I am not learning any more. I am given many tough duties and a lot of work, but also a lot of pressure to succeed immediately."

"So far it has been a great learning opportunities. When I came here, I had no idea about [my practice area]. Now, after one year of being designated as [...] focal point, my knowledge [on this sector of activity] keeps improving, not only through the networks and other information sharing system within the region, but as well, with the day-to-day work and practice and sharing with counterparts."

"Our unit is managed badly (no clear overall guidance, different staff have different agendas) and this also affects my assignment. Sometimes it is as if I have two supervisors: my real supervisor -who provides little guidance but who is ultimately responsible, will rate me etc. - and a senior colleague, who often does not agree with my supervisor, resulting in very confusing situations at times which also affects my performance."

"My assignment was extremely challenged due to the high level of independency in the office [...] and, [...] due to the cultural sensitivities existing in [my duty station]."

"As I have only been here for some months I think many things may change and become clearer."

"Good working environment and all supportive co-workers. Challenging and stimulating assignments, getting into processes far bigger than me, excellent learning opportunities on national processes and development issues as well as the UN system and inter-agency dynamics."

"Overall it has been a great experience. There are always challenges but with support from colleagues it has been a rewarding experience. I also learnt from each experience and have understood the UNDPs systems and operations very well."

My only challenge has been with a non responsive Supervisor and lack of senior management taking any action as on a whole it has affected a proper review of the work I have and achievements I have made while recognised by my colleagues not understood by my supervisor.”

“This is so far an exciting position even though the workload is too much. When I first got here, I was intended to work under a senior PO [...]. After 6 months, the management noticed that I had a background and field experience in [an additional] area [...] as well. This has led during a reorganization of the CO, to the move of my supervisor [...], and to my promotion [...].”

“I have recently changed duty station [...] and generally feel that the level of support from colleagues is much greater here.”

“Some UNDP and other UN agencies colleagues have provided outstanding support. Unfortunately, weakest point may be given for UNDP Programme medium management colleagues.”

“I wrongly had the impression that a completed JPO assignment is really beneficial for finding new work opportunities within the UN, but it turns out not to be so straightforward.”

“I have truly enjoyed the freedom and responsibility I have been given. I have also had an active role in the Staff Association, in the HIV@WORK/UN Cares Team, which has been much appreciated and recognised, [...].  
Operational support [...] has not always been optimal, and I have done much of the administration myself, not having access to an assistant to help me with travel quotes and preparations, claims, etc.”

“I inherited quite a lot of problems when I joined the office. For 2 years, I have spent significant time sorting out these issues and am happy that many of them were cleaned up. I also think it enriched my experience in problem solving. In terms of utilizing my knowledge and skills, however, I have had fewer opportunities due to these cleaning up type of work.”

“Not clear whether the programme associate should also provide me (PO) some administrative/finance assistance. The supervisor would prefer not to, perhaps to focus this assistance for his own work, while I have to cover certain task of the programme associate.”

“I think in general our ToRs are not very specific and also the Office is not very clear on what you are expected to do, especially in the beginning (first year) that is a problem. Also we are too much occupied with operational issues/ activities rather than programme management and monitoring.”

“I found myself in a position where my post and scope of work was completely outside BCPR s support and did neither have a proper anchor in the work plan of the [office]. Management changes and structures did not allow for proper supervision and support to the development of a work plan, which in retrospective resulted in me not giving any relevant assistance to country offices in the region at all.”

“I have only been here for 1 month and things have been easy to settle in. Let’s see if it continues like up to now!! I hope so!!”