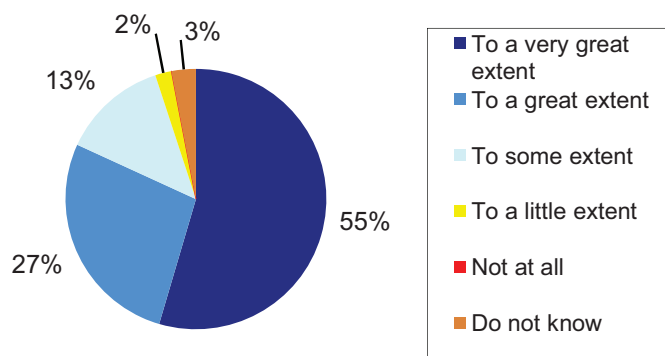


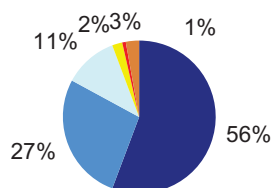
Section 7 – Career Development

7.1 Would you like to pursue a career with international development upon the end of your JPO assignment? ⁴²

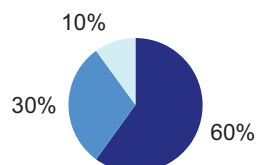
7.1



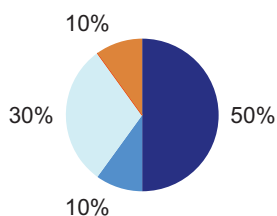
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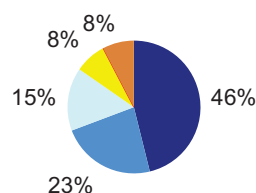
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WHO

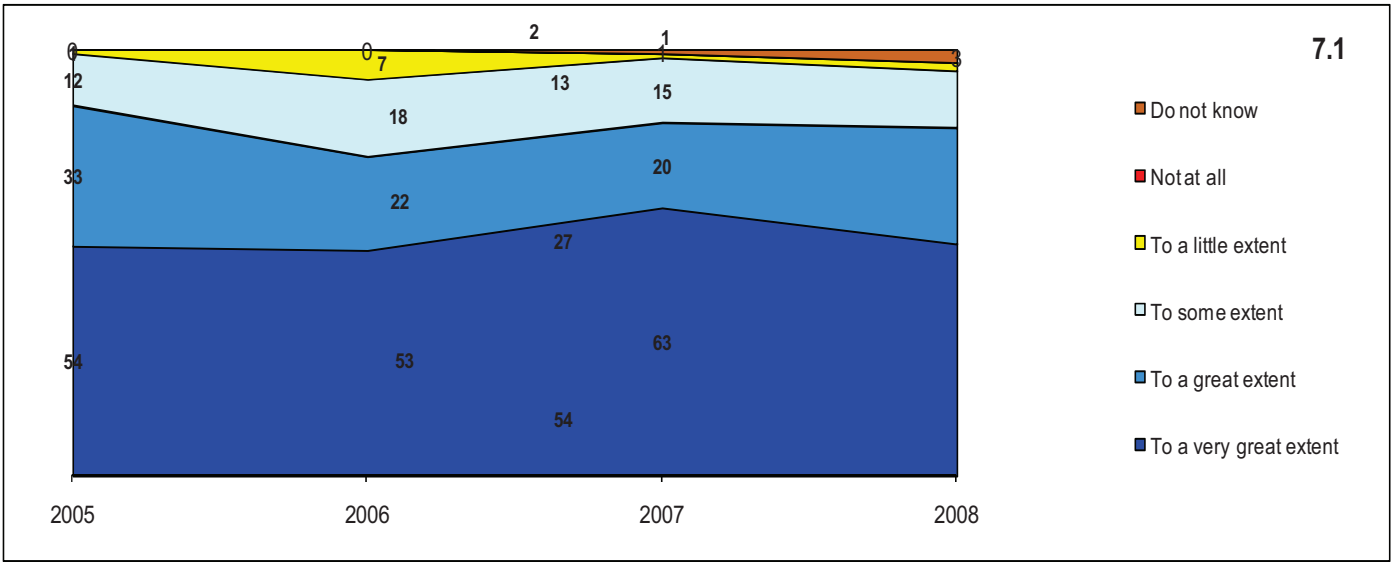


UNAIDS



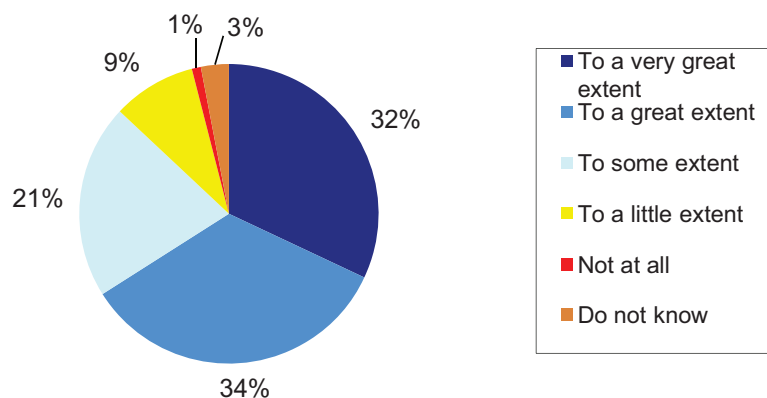
	To a very great extent	To a great extent	To some extent	To a little extent	Not at all	Do not know
2008 results 201 answers (109/54/26/4/1/7)	54%	27%	13%	2%	0%	3%
2007 results 120 answers (76/24/18/1/0/1)	63%	20%	15%	1%	0%	1%
2006 results 173 answers (90/46/30/3/0)	53%	27%	18%	2%	0%	
2005 results 150 answers (82/49/18/1/0)	54%	33%	12%	1%	0%	

⁴² New response added to the dropdown menu: "Do not know"
2008 JPO Satisfaction Survey

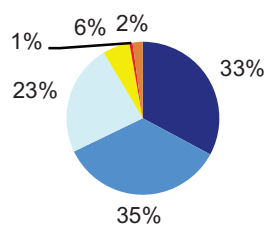


7.2 To what extent do you feel that your JPO assignment has contributed to strengthening your competencies? ⁴³

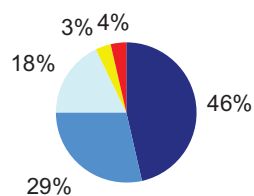
7.2



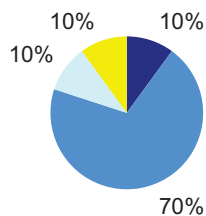
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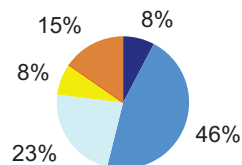
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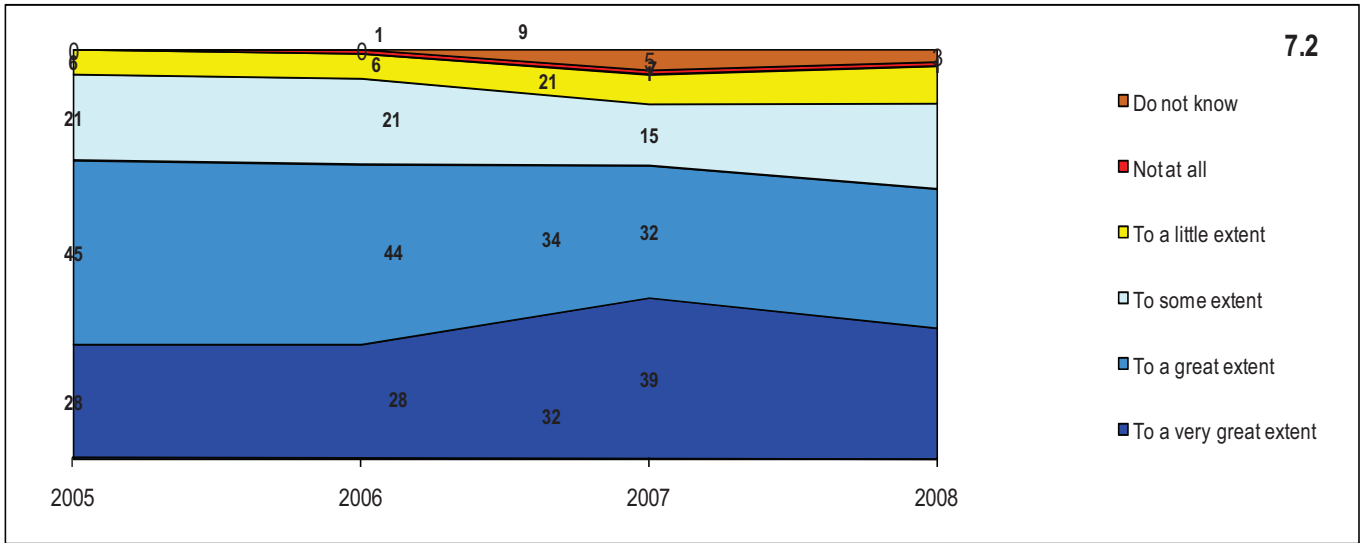


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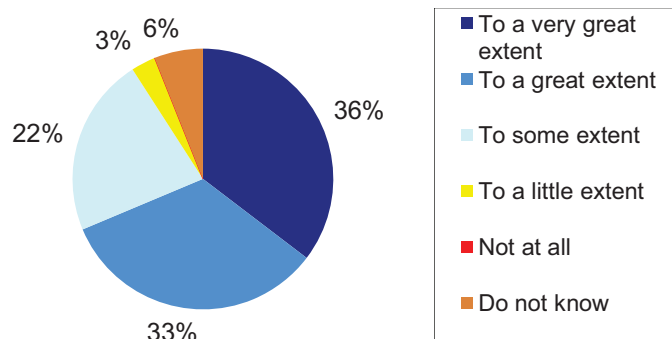
	To a very great extent	To a great extent	To some extent	To a little extent	Not a all	Do not know
2008 results 208 answers (66/71/43/19/2/7)	32%	34%	21%	9%	1%	3%
2007 results 117 answers (46/38/18/8/1/6)	39%	32%	15%	7%	1%	5%
2006 results 173 answers (48/76/36/10/2)	28%	44%	21%	6%	1%	
2005 results 137 answers (39/61/29/8/0)	28%	45%	21%	6%	0%	

⁴³ New response added to the dropdown menu: "Do not know"
2008 JPO Satisfaction Survey

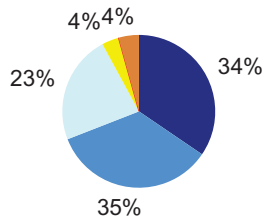


7.3 To what extent do you feel that your JPO assignment has contributed to strengthen your chances of getting a job with an international development organization?⁴⁴

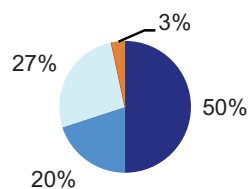
7.3



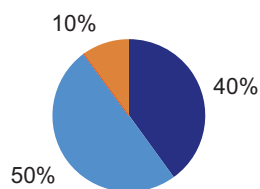
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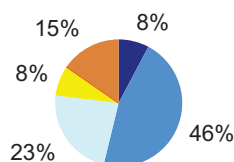
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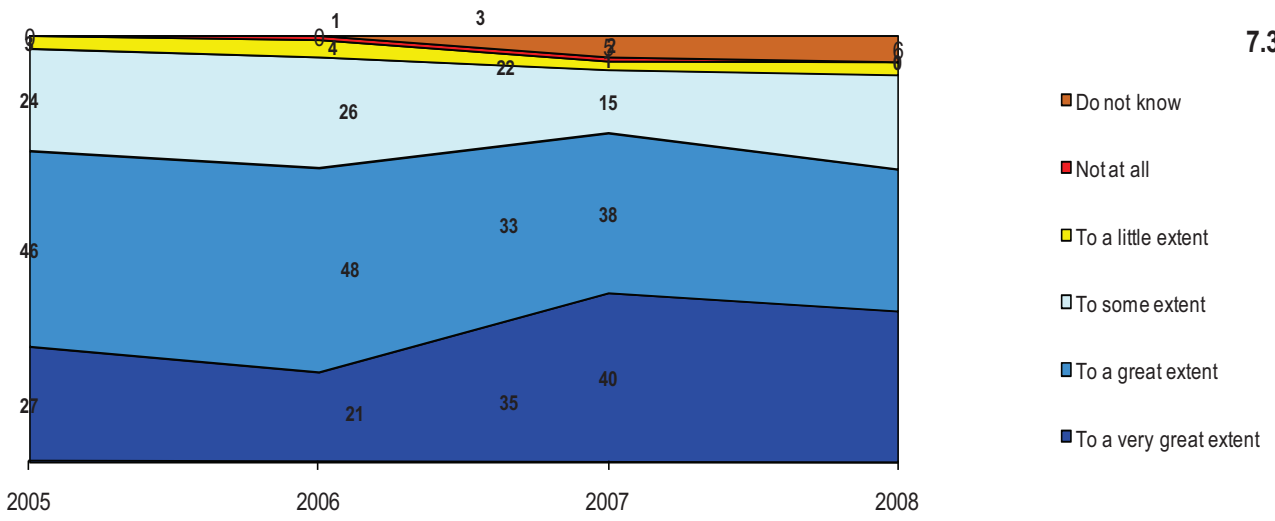


UNAIDS



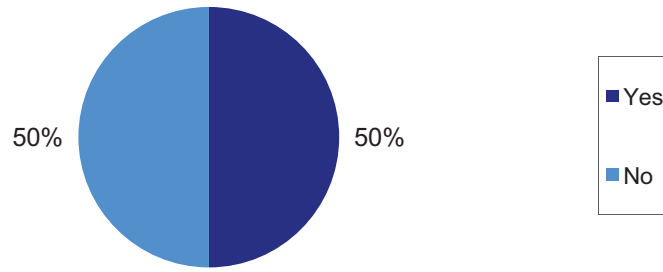
	To a very great extent	To a great extent	To some extent	To a little extent	Not a all	Do not know
2008 results 201 answers (70/67/45/6/1/12)	35%	33%	22%	3%	0%	6%
2007 results 117 answers (47/44/17/2/1/6)	40%	38%	15%	2%	1%	5%
2006 results 171 answers (35/78/42/6/2)	21%	48%	26%	4%	1%	
2005 results 143 answers (38/66/35/4/0)	27%	46%	24%	3%	0%	

⁴⁴ New response added to the dropdown menu: "Do not know"
2008 JPO Satisfaction Survey

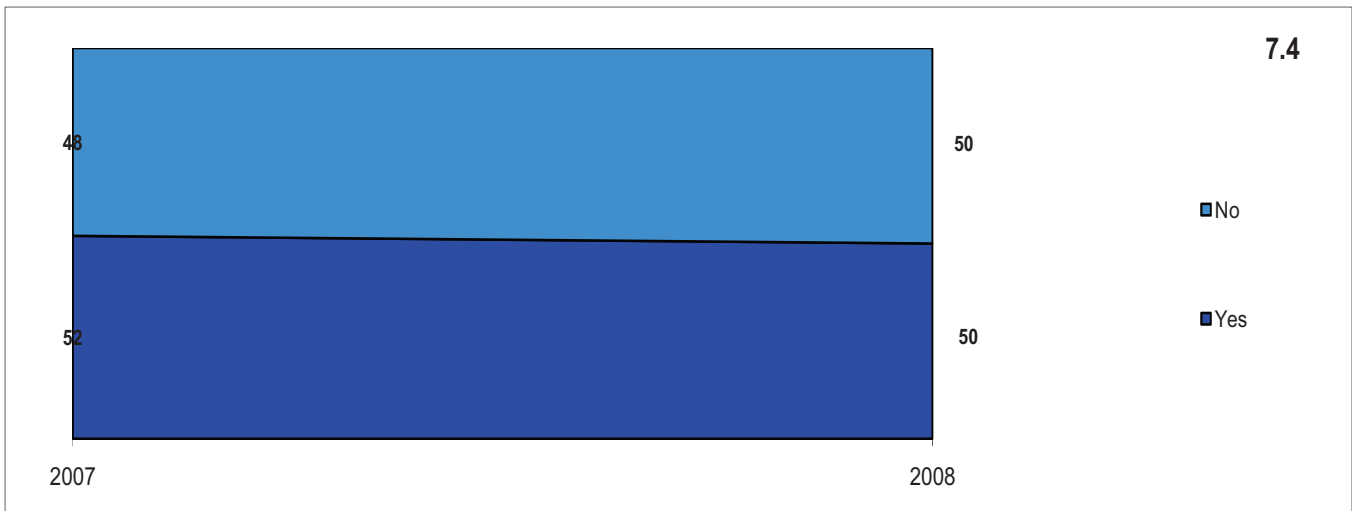


7.4 Have you already undertaken any actions in terms of career management?

7.4



	Yes	No
2008 results 201 answers (100/101)	50%	50%
2007 results 110 answers (57/53)	52%	48%



7.4.1 If applicable, what actions have you undertaken (Networking, collection of information, applications...)?

"Networking with other JPO and UN Staff Members I have met through my current job."

"Applications, networking"

"Just getting information from different institutions..."

"Networking with colleagues that come on short mission from HQ, applications to other programs for young professionals, searching websites, discussing with supervisor possibilities."

"Networking "

"Networking, collection of information, researching."

"Applied for 6 different positions, was interviewed 3 times, got recommended for one but then the position eventually wasn't established."

"Networking is inevitable!"

"Updated my career plan, gathered information, networking "

"Networking, applications, keeping my eyes open for opportunities, trying to find appropriate training for the remainder of my DTTA that will be beneficial for both my current tasks and for future job/career prospects."

"Mainly networking."

"Networking and applications"

"Application to UNFPA job fair and interview for one position"

"Networking, taking part in the career development session, scanning vacancies; as slightly over half a year of my assignment remains I have not yet started applying. "

"Collection of information, networking"

"None of the questions relate to whether that career is anticipated to be within the host org (UNDP), UN system, other International Organisation, etc. This, I believe is a very crucial point as it will inform the organisation how well issues of staff-retention is managed under the JPO program."

"Networking, collection of information, applications, lobbying for 3rd year as JPO."

"I am starting to look at the job sites and collection information on opportunities for me. "

"Rewriting CV and finding relevant contacts"

"Limited networking (within Country offices, there are limited opportunities), plenty of collection of information, some applications"

"I used JPO career management site to improve my application documents, my interview skills and interview-related correspondence. It helped me a lot to succeed in getting a new job."

"Networking"

"Networking, collection of information."

"Networking at Headquarters, specific trainings and hard working "

"Applied for the LEAD programme, and continue to apply for posts weekly."

"Continued with research activities"

"Applications"

"Applying/looking for a job in a different line of work back home."

"Collection of information mostly through networking with experienced colleagues"

"Applications, networking"

"Networking, evaluating my chances for later, talking about concrete opportunities."

"I have landed a new job within the UN."

"I have started to look into possibilities and to apply to some positions."

"Trainings, sharing information, Work with persons have more experiences."

"I have applied to several positions and been offered a position with my division - more or less corresponding to my current ToRs."

"Negotiated the possibility of retention in the organization."

"Networking, discussions on reassignment to a more relevant post, discussions on extension of contract post separation"

"Collection of information"

"Applications"

"My supervisors are exploring ways of giving me a contract after completion of my second year as JPO"

"Networking, asking questions on career opportunities to colleagues that seemed open and helpful."

"Networking and informal interviews/expression of interest for other jobs"

"All of these options, and found a new job (outside UN)"

"All of these options, and found a new job (outside UN)"

"I have started applying for other positions."

"Updating CV, uploading my CV to several job sites, networking, sending applications, learning about good CV and application writing"

"I have figured out options to take and am consulting the idea to my supervisor and other key people in [my duty station]. I am looking for a way to stay here to continue development work."

"Networking with partners and with colleagues. Collecting information from websites and preparing applications."

"Networking and information gathering"

"Applications, relocation, networking with other UN agencies"

"Networking, information session over the phone with JPOSC, used recommendations on the web to apply to a new position, participated in virtual discussion with HR staff"

"Networking with the Alumni association from my University"

- Let colleagues know that I am looking for a job.
- Updated my CV and contacted references for their approvals.
- Submitted my CV to various current colleagues and partner agencies.
- Subscribed to free and payable online job hunting websites.
- Started searching for agencies that are present in my new location, The Netherlands."

"Networking and collection of information."

"Job applications."

"Networking, Training"

"Networking"

"Networking, collection of information, applications, participation in discussions (colleagues and supervisors), Lead exam"

"Networking, information gathering, applying to the posts."

"The secondment to HQ has been very positive in terms of networking. I have also sent out applications to different positions and been shortlisted."

"I have applied to a permanent position and taken a course with the career management branch."

"Networking and collecting of information, set up meetings, scanned job opportunities within and outside UNDP at regular basis."

"Networking, collection of information"

"Networking, collection of information, applications, job interviews"

"I have sought advice from senior colleagues and sought references. I have sent numerous applications."

"Networking, applications (LEAD, NETI with UNICEF)"

"I have applied for a position within [an UN organization]"

"I have sent application for the LEAD (with the great support from JPOSC) and I have sent application for other [...] positions."

"I have already found a new job within [an UN organization]."

"Networking, collection of information."

"Networking mostly"

"Requesting information on applying for second year"

"Learning a new foreign language, doing an external postgraduate Masters Programme"

"I just finished my JPO and started a L3 post!"

"Working on my CV and applying for jobs as well networking with all possible contacts."

"Networking and talking to previous colleagues, applications and calls to potential recipient organizations."

"Checking the market for future job opportunities, and networking."

"Networking, applications"

"All of them."

"Networking, VDA, LEAD application (so far successful to the language test phase)
Michael Emery and Lykke Andersen's online session recently - very useful"

"I have been collecting information, applying, and communicating with some people regarding possible assignment."

"Networking, applications, collection of information"

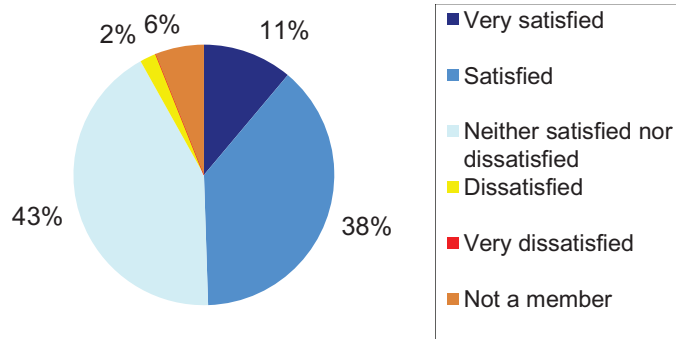
"Many applications have been done. Search and examine the suitable job profiles. However, I was disappointed with little responses."

"Some networking and information collecting, and looking through applications to get an idea of what is possible/ interesting for me."

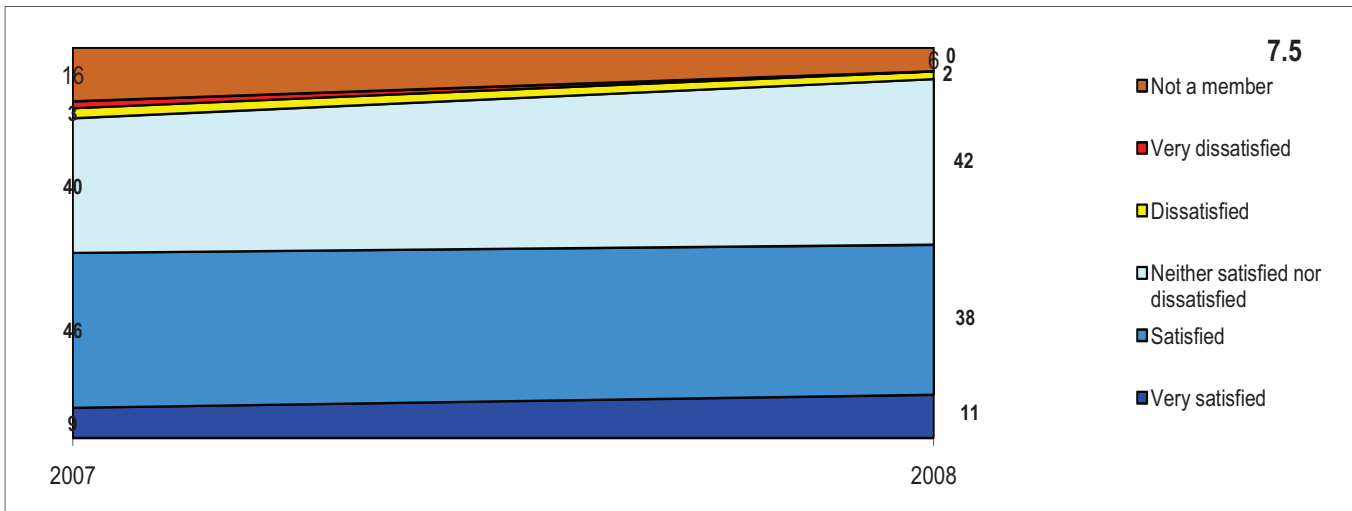
"Networking, collection of information and applications (to come)"

7.5 How satisfied are you with the career management services provided by the JPOSC (dedicated website, face-to-face sessions, CV Roster, Job Ads?)

7.5



	Very satisfied	Satisfied	Neither Nor	Dissatisfied	Very dissatisfied	Not a member
2008 results 201 answers (22/76/85/5/0/13)	11%	38%	42%	2%	0%	6%
2007 results 116 answers (9/46/40/3/2/16)	8%	40%	34%	3%	2%	14%



7.6 What further career development support could the JPOSC provide to JPOs who wish to pursue a career in international development?⁴⁵

"Information Information Information"

"Contact JPO towards end of assignment and schedule a session."

"Organize cross-organizational exposure for JPOs - for example, JPOs working for FAO could be exposed to WFP work through shadowing, or JPOs working for UNDP could be exposed to DPKO work, so the barrier between development/humanitarian works becomes smaller."

"Make trainings for environment staff more focused on environment, promote the use of more mid-level positions within UNDP P/L 3 for post JPO assignments."

"JPOSC may consider matching JPOs that meet UNDP COs / HQ needs for personnel with specific skills / experience, as a database service."

"It would be useful to get some statistics. I recall some one third of JPOs further proceed with UN career after the assignments. Besides the simple number it would be helpful if I could know how they find the job, the extension of the JPO assignments, network in the CO or outside, CV Roster, Lead, or application to a position without connection?"

"CV circulation and encourage absorption of JPOs to countries."

"Assistance and guidance."

"It would be interesting to learn more about the different types of contracts and the requirements in terms of transferable skills in case I would like to work for a different UN agency; the same applies to jobs in country offices..."

"To circulate job postings for other agencies than UNDP and UNOPS so for those of us that work in other sectors these are less helpful. I acknowledge that you have started to but still only to a limited degree. E.g. UNICEF posts their vacancies on an intranet site that is not accessible unless you are UNICEF staff or otherwise have personal contacts that can forward it to you. It would be a great help if you could circulate the UNICEF vacancies."

"Expand the scope a bit - if possible please provide advice on connecting not just to UN but also to NGO or business sector."

"Having 3 years of JPOship, the last of which in a different station, greatly increases career opportunities within UNDP / the UN system. I think the JPOSC should advocate near the donors for this."

"To advocate more effectively for the creation of post-JPO (P/L3) positions within the UN agencies and retention of the JPOs to fill those posts."

"Better support with concern to furthering a career in UNDP."

"Tell them not become JPOs in the first place!"

"Accompany JPOs in their last year of service."

"I am not very well informed of the activities, but I think the support it is pretty good."

"Job ads circulated are mostly those on UNDP website - not enormous added value."

"In cases where JPO has not had a predecessor that had a successful assignment 2 years is too short to establish one self and gain experience that allows competing for posts in the UN system. In most cases it takes up to a year to define the role, and if limited to two years the JPO needs to start looking for other opportunities after 18 months. Effectively this leaves only 6 months to deliver the results that would show the potential added value the JPO can bring to an organization."

"Personal one-to-one guidance."

"I am generally very happy with the service provided by JPO centre, but think it could even be improved - if indeed career development is considered a priority. I think that a lot of information is already made available, but it would be even better if it could be combined with a more personal approach. For many JPOs there is not one career path, even if they stay in the field of international development - for one because there may simply not be enough suitable/available jobs in the organisation one is working for."

⁴⁵ Former question: "What type of career development support could JPOSC provide to JPOs who would like to pursue a career in international development?"
2008 JPO Satisfaction Survey

Standard career advice does not always work in that case and it is sometimes difficult to translate skills you derive from your JPO-assignment to another context in or outside UN(DP). It is important to be aware of jobs that would best fit your personality within UNDP or outside e.g. with academic institutes, smaller NGOs, think tanks, consultancy, private sector. In order to sell your strengths, consider your own weaknesses, identify your desired life path in terms of family/work life, work environment, preferred role (manager/specialist), etc. I know that there are many online tests, which could be added to the JPO site. Another option would be to offer or facilitate online career coaching sessions (which I have done from the Netherlands via Skype). Online coaching services can also be further explored and recommended for other issues. Hope these are useful suggestions."

"More personal sessions."

"I still have to explore this, but in 18 months!"

"I am not sure if it would be possible or too much work, but it would have been great to receive overviews of P2 and P3 positions available as these are the ones we can apply for -it is a jungle out there and a bit difficult to navigate and get to know of the relevant advertisements."

"Need more details and background stories how to connect people in different country offices. Furthermore, JPOSC should collect more people's information of country office not just management but HR head and unit heads as well. This information is key for JPOs to find next jobs."

"Ideally, qualified JPOs should have the opportunity to enter into a talent pool after completion of their 2nd year of service. Such an institutionalized recruitment mechanism for former JPOs would be highly desirable."

"How to write your P11, training sessions for competency-based interviewing, individual coaching (career aims, identifying strengths/weaknesses ...)."

"More virtual events as the one recently organized with a HR specialist would help; the mentoring programme seems like a great initiative."

"Strengthen the networking within the same assigned agency during JPO period, in order to facilitate mobility from one duty station to another within the same organization."

"Support for more technical-specified information, or provide resource person for each technical area."

"Advice and opportunities for mobility within UN agencies."

"I really appreciated the DIM DIM session with M. Emery. This experience could be duplicated with other colleagues in the field for example."

"See whether the JPO that are approaching their separation fit any upcoming positions."

"From JPO colleagues, I heard that some donor governments are quite active in networking with/facilitating networking among their JPOs and supporting the career development [...], whereas others are not. Maybe the JPOSC could facilitate information among donors on ways to support JPOs (apart from paying their salary), on the basis of existing experiences and good practices, as well as on the benefits of such support, for JPOs as well as donors."

"Although I could not attend the online career development session facilitated by JPOSC, I think it is a great initiative. I think a mock interview service would also be great."

"I need to stay, work and deal longer with the UN system and the JPOSC in order to benefit more about the career related services provided."

"I have not made use of it, but I think a face-to-face session when I approach the end of my assignment, about post-JPO career options, could be very helpful. Furthermore a while ago there was info on a mentoring system for JPO: I am very keen on participating in that and hope that more info on this will follow soon!"

"I don't have any further suggestions: I believe that a lot depends on the JPO's own initiative and networking."

"It would be interesting to have more information/advice on the many intersections with the private sector and how to take assignments outside UNDP and then move back to the organization later, i.e. all kinds of different transition stages."

"I think it would be good if JPOSC can be better in helping JPOs obtaining both country office and headquarter experience during the assignment."

"More adapted to the various agencies where JPOs work (i.e., not just UNDP...)."

“Information about the skills demanded by UN or the International Development Agencies (in any sector, any working skills...)”

“I have currently not explored the full package of services thus based on what I have seen it is quite good.”

“Opportunities for coaching and mentoring.”

“I would love to have some kind of coaching. I think the JPOSC has really good people for that but they lack the time to dedicate themselves more to this.”

“Advice on P11- how to make the P11 more attractive.”

“One-to-one session whenever needed.”

“More workshops (even online) to discuss JPO’s experience and help JPOs orient themselves better (not putting targets too high).”

“Mostly I need to start making more use of the services offered by the JPOSC. So maybe JPOSC could inform more on what services they provide (I didn’t know about face-to-face sessions being offered).”

“Be more client-oriented and involve the JPOs in continuation of contract discussions with their employer instead of communicating in parallel and responding to queries from HR/management on possible low-cost options for continued employment.”

“Individual coaching if needed.”

7.7 Further comments on career development and where you would see yourself after your JPO assignment.⁴⁶

"In general, I am very satisfied with the opportunity the JPO Programme has given me. In the near future, I would like to continue within the UN family, but maybe in another Country Office, as a way to learn not only about the job itself, but also about how it depends on different cultures, contexts, environments."

"For me it seems difficult to expand my professional expertise beyond the area where I am [...]. There should be much stronger encouragement by JPOSC to the hosting unit to allow for temporary job rotation / detail assignments (1-2 months) in another area of work. This would diversify the competency portfolio of the JPO and give him additional work experience."

"Hopefully I will continue along the same lines as I do now, with the UN or some other INGO..."

"As my JPO assignment is very dissatisfactory and rather harmful to my career, I will not extend. I will work for the government in my country for 2 years and strengthen my expertise knowledge. After that I will apply for an L/ ALD3 or 4. After that I would like to work at HQ. One possible long term goal is RR/RC assignment. If it is impossible to get an ALD3 after only one year as a JPO, or if it more interesting, I will turn to the private sector, in international development sector, where I already have some contacts. There I would like to work as a consultant. In the long run I would go for a managerial position."

"I would like to see myself in a mid-level management position involved in UNDPs environment programmes."

"Working for an international organisation to help reduce maternal and child mortality."

"As a generalist I would like to specialize by working as programme/project manager in one of the thematic areas that interest me. I would have hoped that my JPO assignment would have provided some thematic specialization but so far this has not been the case."

"With UNDP in Africa or others UN agency such UNEP or FAO."

"I did my best to enter as a JPO, but I am not sure I can stay in a job where the activity is too much administrative."

"...It could be explored if HQ JPOs could be employed by country offices at the end of their assignments."

"I was successful to secure a position (L-post) [...]."

"I am considering a career in an international organisation or in the private sector."

"It is too early to say."

"The JPO assignment gives a good opportunity to see what it s all about and whether it is something for you or not."

"I would like to stay if possible with UNAIDS or at least within the UN family but hopefully at a regional or HQ level."

"On one hand I would like to stay in the system, but giving the poor human resource management/policies within the UN (in comparison with Northern European countries), I am considering other organisations. One example is how to best combine a UN career and at the same time start a family - it is probably easier once you have children who are a bit older, the challenge is the maternity leave and combine work with small babies. The UN should start asking WHY women are leaving and try to keep them in the system - not just try to recruit new women."

"I am feeling quite apprehensive about the possibilities of getting a job afterwards, and how explain what I have been doing over the last few years, as it seems like a step down after my previous job."

"I see myself working in the Environment Sector in a developing country, but I am not very sure it within the UN system."

"Programme Specialist or Advisor."

"Working in national line ministry that has responsibilities or co-operation related to development, or pursue postgraduate studies."

⁴⁶ Former question: "What type of career development support could JPOSC provide to JPOs who would like to pursue a career in international development?"
2008 JPO Satisfaction Survey

"At a higher level of responsibility as compared to my previous jobs in the [...] bilateral system [...], either in an international organization like the UN or in some other context."

"I will start working for a small but international democratic institute - I would not have been formally qualified for this work without the JPO assignment so it shows the added value and provides proof that it opens the door for new opportunities and an exciting career."

"If only I knew. Feel that after my JPO assignment I am left hanging in the air."

"Having UN experience on the CV strengthens our candidature greatly no matter whether the work itself has contributed to more experience and personal growth. This has been my core motivation for hanging in there despite a very difficult work environment."

"UNDP country office."

"I hope to find myself on a P3/L3 post at UNFPA or another agency doing technical work."

"Hope to be always willing to learn just as during these last few years."

"As I have just started my duty 2 months ago, I haven't thought about after JPO."

"I would like to carry on working for the UN, possibly in the area of migration."

"I am still not convinced I would like to remain with the UN after my JPO."

"The assignment with UNDP is mainly negative. I think mainly because of the duty station and the treatment of internationals here. Unfortunately, my experience as JPO will probably keep me from staying with UNDP."

"All initiatives taken by the JPOSC in this field are very much appreciated (website, discussions etc.). I think you are doing a lot already. Please keep it on!"

"I would very much like continuing working in the evaluation sector in the UN is possible or outside be it an NGO, a Foundation or a bilateral organization."

"I think more efforts should be made to retain JPOs. Unfortunately, some organisations look at JPOs as free labour and make little efforts to help them in career development."

"I used to see myself in UNDP after my JPO assignment, now I am not so sure anymore to tell the truth."

"I would like to continue with the UN. However, as I have understood it takes so long to be recruited by the UN that it may just be more practical to get a job elsewhere."

"I want to work with UNDP. Where? Preferably in Latin America."

"I would like to keep staying and working on the field, in Africa if possible and in the same agency (UNCDF) and development sectors (local development, micro credit and microfinance)."

"It would be useful to have consolidated info on the options with the UN after a JPO assignment, especially a change in duty station. I would like to stay with UNDP, but change from HQ to a Country Office."

"It is hard to say, there are not many positions available after JPO level within UNFPA. Hope opportunities arise."

"It is too early to answer this question."

"Possibly in a UN job - Conflict - post conflict or back to my country to pursue a life in the political sphere."

"Continuing working - hopefully with UNFPA - at HQ or at field level."

"I really expected finding a job within the UN after finishing my assignment more easy and I do not have a clear picture of what I could do better/more/different to have more success."

"Maybe in another UN organisation or a big CSO or another international development organisation, in (west) Africa or Europe, maybe New York. So still quite open."

"UNCDF or UNDP in an African or Arabic country."