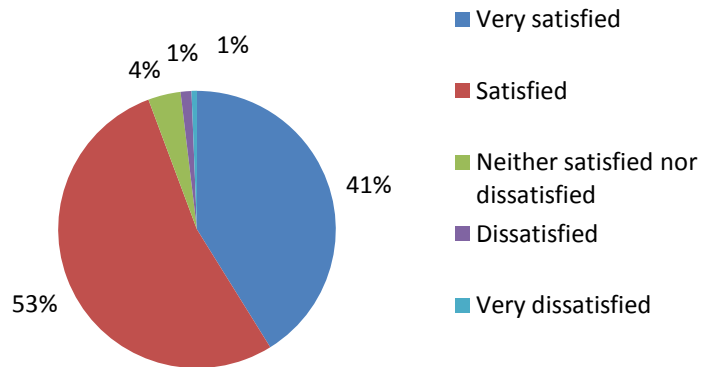


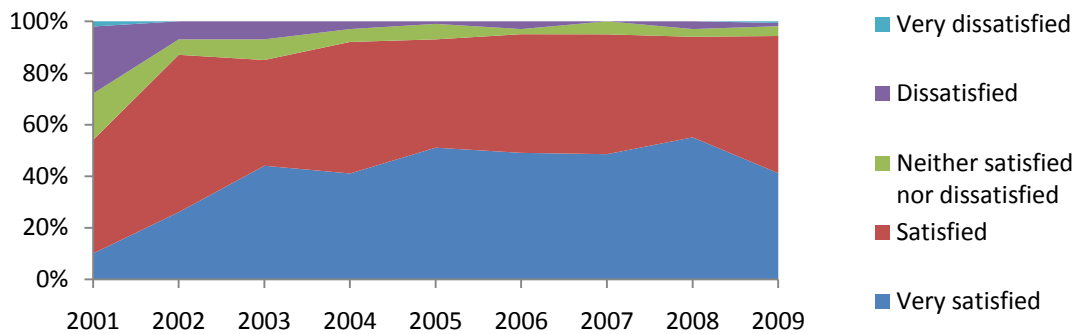
III – JPO Satisfaction Results

Section 1 – Recruitment and Entry on Duty procedures

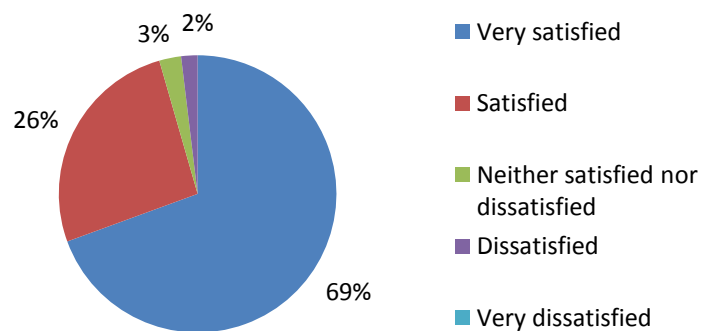
1.1 How satisfied were you with the information you received from the JPO Service Centre (JPOSC) in the preparation for your Entry on Duty?



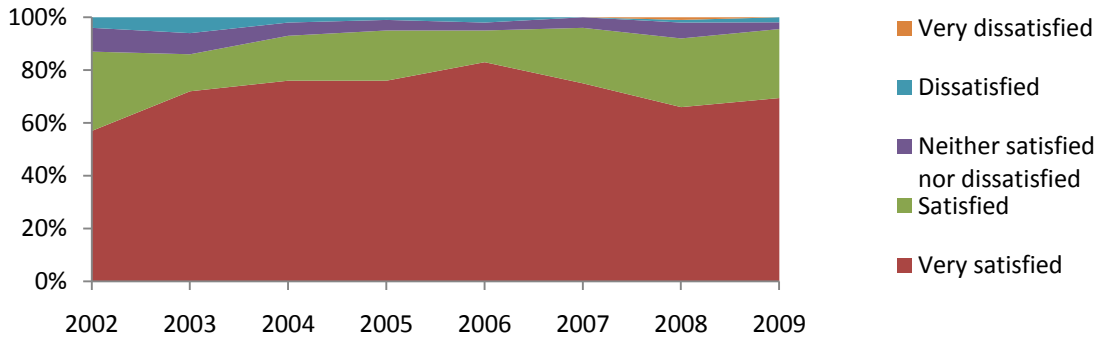
Comparison of global results from 2001 to 2009



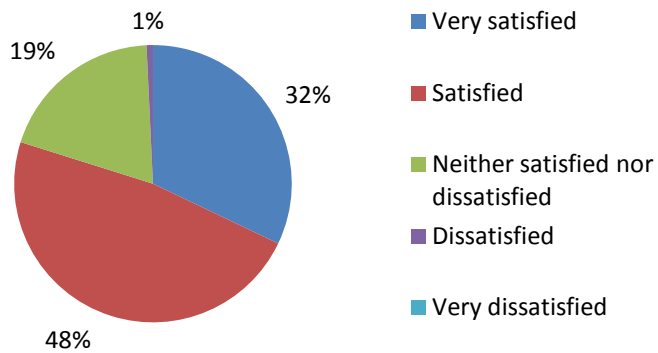
1.2 How satisfied were you with the responsiveness of your contacts in the JPOSC in the course of your recruitment process?



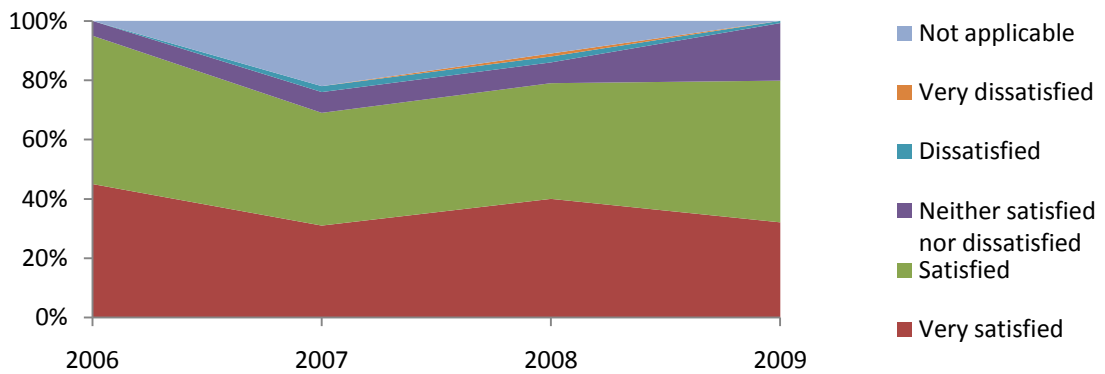
Comparison of global results from 2002 to 2009



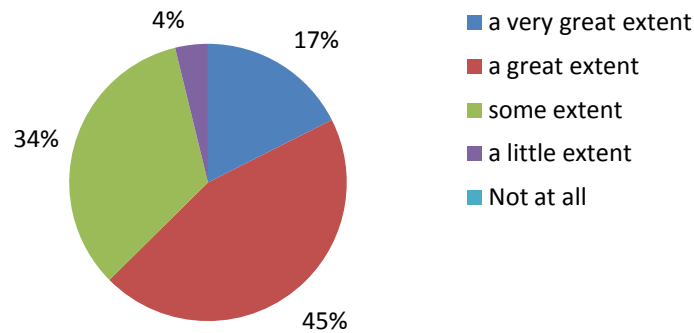
1.3 How satisfied are you with the pre-departure briefing visit to the JPOSC? (Only for JPOs who visited the JPOSC in Copenhagen prior to their arrival at the duty station)



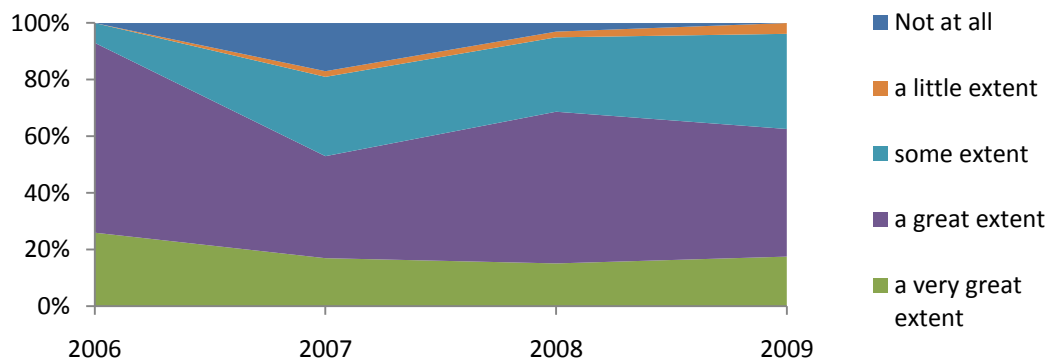
Comparison of global results from 2006 to 2009



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



Comparison of global results from 2006 to 2009



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

“More details about JPO’s responsibilities, responsibilities of the country office, UN reform, UN politics and procedures, UNFPA strategic plan.”

“I think it would be really good to have a better communication management system between the JPO and the recruiting office prior to departure. I tried, but my 'advances' were not reciprocated.”

“I would have appreciated a briefing more specific and focused on my specific agency and duty station”

“[For some more experienced JPOs], it might have been a bit basic. On the other hand a lot of what is needed is directly related to the duty station, so in that the JPOSC cannot help.”

“A bit more information on seconded staff and how seconded staff deal with different areas of responsibility (i.e. do one contact UNDP or agency seconded to when wanting [for example] Drivers license etc.) There is a need for clear division in particular in the country of posting.”

“I lacked precise information on work permit for my wife. I realized that it was different from what I expected when I arrived. Otherwise it covered a lot...”

“I did not get to go to the pre-departure visit because they wanted me to leave [] (where I worked) to go to Copenhagen to go directly back to the duty station []. There should be more flexibility with this, that is to say, the JPO should be able to go back home to pack before attending pre-departure briefing”

“I have no suggestions or comments, really enjoyed the day and found the meeting very useful.”

“I was very nice occasion to see other JPO colleagues and JPOSC contact person.”

"The pre-departure briefing should be at least for two days to have enough time to know more about, UN, UN Agencies, our role and responsibilities as JPO. Is important understand the JPOSC, but I think that would be a part of the course."

"Besides information required for upcoming assignment, presentation from the Head of the Centre provided me with encouragement & moral support"

"It would be more valuable to visit JPOSC if the center provides more detail information of duty station and senior management people."

"There should be more information regarding our contacts at the duty station. Maybe a Skype conference call with the duty station UNDP HR associate could be a good idea."

"A more detailed description of the post to be undertaken."

"General information and admin related issue are fully covered. However, issues referred to your ToR are not covered at all. In many cases, while sharing experiences with colleagues, Our task were quite different to our ToR. Hence, we are not optimizing our background and knowledge and Duty Stations do not know how to fully integrate us."

"It would be good to have a course on how to interact with our supervisors (depending on where he's from, etc.), especially how to cope with a "difficult" boss."

"What kind of HR briefing you could expect at the duty station."

"The visit to Copenhagen was not as useful as expected, since it is very short and the JPOSC gives the same information as the one is sent by email. Nevertheless is nice to meet other JPOS as well as the JPOSC staff."

"Maybe a little bit more insight into the division of roles and responsibilities between the field offices (both UNDP and UNOPS) and the JPOSC. UNOPS field office in [the duty station] was not prepared for my arrival and it was difficult for me to explain their responsibility."

"1) JPOs positioning regarding JPOSC, donor (Ministry of Foreign Affairs and Permanent mission of donor with UN), Agency, JPO service in the agency). 2) Assurance if something happens outside work."

"I thought it was stressful to visit the JPOSC as a stop-over to my duty station, and during the one-day briefing it seemed clear that most of the information had either already been provided earlier, or could have been communicated via email. Hence, although it was good to meet with the focal point, the usefulness of the one-day briefing seemed limited."

"In my opinion, this pre-departure briefing should take longer and give more information on the UN system, the agencies, what is expected from us, general topics related to our work, etc. I would include here part of the contents of the PPO that would be very useful prior to our entry on duty."

"Tendency or practices tend to differ from culture to culture, so understandable that situations vary from office to office. Therefore, would be good to focus on practical and procedural aspects such as information on vendor form, financial flow in UNDP, brief introduction to Atlas etc - those that are common across all UNDP offices."

"it is very important to emphasise the situation for a JPO arriving to a CO: no briefing, difficulty to access to information, etc; and the strategies to adapt to this situation"

"It would be great to inform us a bit more about the local culture, [], experience of the CO on dealing with JPOs, Who should be supervising us (fix term contract or Service Contract), etc."

"It was well thought briefing, but hope it could be longer (2-3 days for briefing) and also inform more about the information tools (including intranets), accessible welfare, etc. before the arrival at the duty station - since no one will brief you after the arrival..."

"Spouse issues"

"It was very focused on JPO's going to the field but gave less information to JPO's departing for HQ"

"More detailed briefing about the location the JPO is going to would be very useful. Also generally not clear communication about the extent to which a JPO position is a 'learning' position (which is not much) considering that upon arrival to duty station many JPOs realise that there is very little supervision and skilled support (opportunities for more systematic learning and professional development)."

"More guidance on administrative issues dealing with JPOs assigned to other agencies, []."

"There is a lot of information for one day and some of the sections are delivered in a rush, making difficult to raise questions and debate. Perhaps, one day and a half would be a good idea."

"More information about the training courses"

"There is not much added value to the pre departure briefing other than meeting your focal point in person and meeting other JPOs. It is only for one day and flying could be limited by informing JPOs via e-mail, which is where we get most of our information from."

"Brief overview of the UN system"

"The pre-departure visit was very comprehensive and very short at the same time. Many issues were too briefly touch (i.e. holidays, payslip, entitlements, so on), and others were too extend (i.e. JPOSC webpage). I think that this pre-departure visit should be of 2 full days"

"I think that representatives from the organization in which we are going to work should attend those briefings and provide also specific information related to the assignment"

"The only complaint on preparatory briefing is that it took very long time for me to hear from them. But this can indeed be also because [my donor country's] recruitment agency [] failed to inform me on time that I was selected for the post (they had misspelled my email address. I did not want to contact them although I did not hear anything from them for a long time as they discouraged candidates for contacting them)."

"The initial briefing could be prolonged to 2-3 days, covering important issues, i.e. basic operational and business procedures, POPP, Atlas, RBM, Reporting, in order to have a basic orientation before entering the field (PPO in NY could be therefore shortened)."

"More info regarding career possibilities"

"It would be useful to split the information into one session rather early in the process with regard to all administrative questions. There tend to be more questions of administrative nature than about the organisation as such before the departure as there are many things to think about around moving to a new country, finding a place to stay etc...."

"Maybe, a one-to-one session with someone with experience in the assigned duty-station or, at least, the region would have been a plus."

"Provide more time for individual meeting with contact person (I felt that this was among the most benefiting sessions)."

"One day is too short to provide the JPOs (especially those new to the UN system) with a multiple range of administrative information."

"A module on the hierarchy of the UN would be great. Also maybe focusing on possible problems that arise in the field."

"It could have been for a few days including other issues like UNDP (or other agencies') focus area if we all go all the way to Copenhagen..."

"if possible, will be interesting to have personal meetings to discuss about the TOR in order to clarify some issues, and about the CO..."

"The person who was in charge of my duty station was away from the office, so the briefing was not as good as it could have been. Overall, lugging around my entire luggage etc. was a bit tedious compared to the benefit of attending the briefing. But at the same time, all the information that Copenhagen has made available, and especially timeliness of advice has been incredibly good, especially when comparing with JPO colleagues who have not had the pleasure of dealing with Copenhagen."

"Some of the information was very UNDP specific; the arrangements with other agencies were not that well captured."

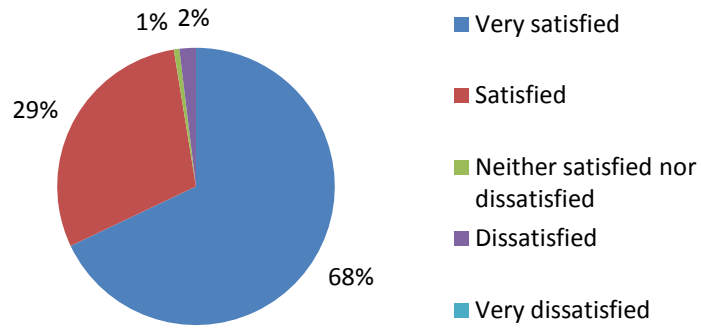
"The only problem I encountered was that the information available in the JPOSC regarding the situation of my duty station was either not accurate or not updated... And that led to surprises upon arrival."

"UNs/ JPO rules for sexual minorities should be a part of the briefing, including which benefits a same sex partner can expect depending on duty station category."

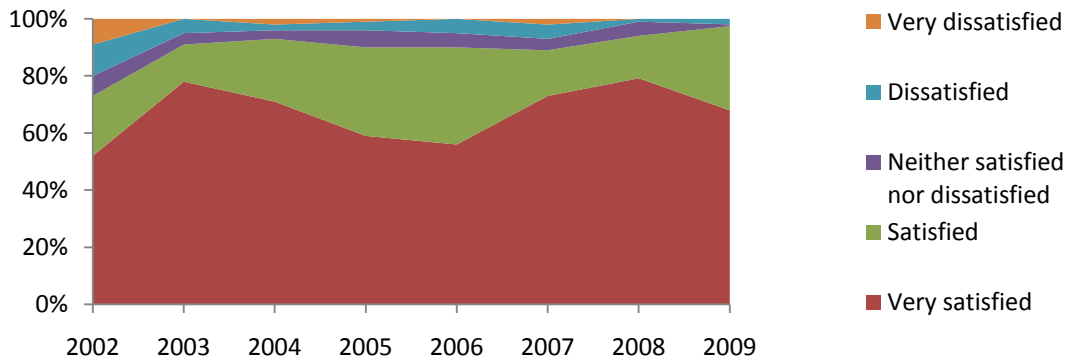
"I was very pleased with everything!"

"I believe information should be given on how to deal with cultural shock / culture diversity management."

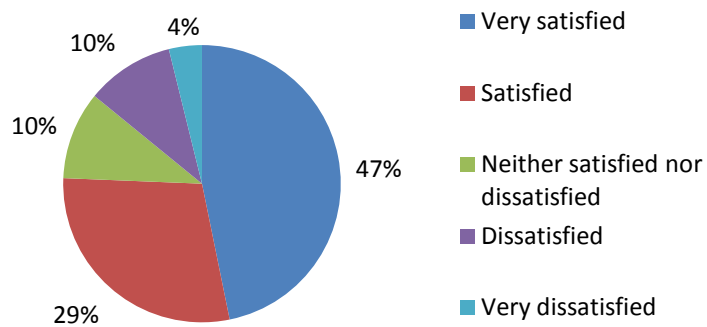
1.6 How satisfied were you with the timeliness of payments made to you in respect of travel and shipment prior to departure for your duty station?



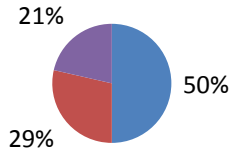
Comparison of global results from 2002 to 2009



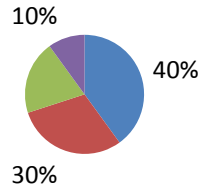
1.7 How satisfied were you with the timeliness of payments made to you in respect of assignment grant and DSA upon arrival at the duty station?



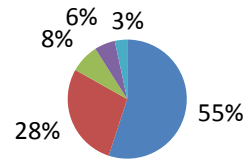
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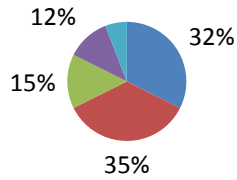
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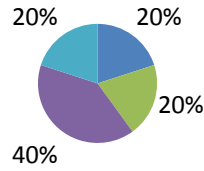
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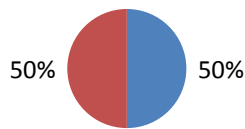
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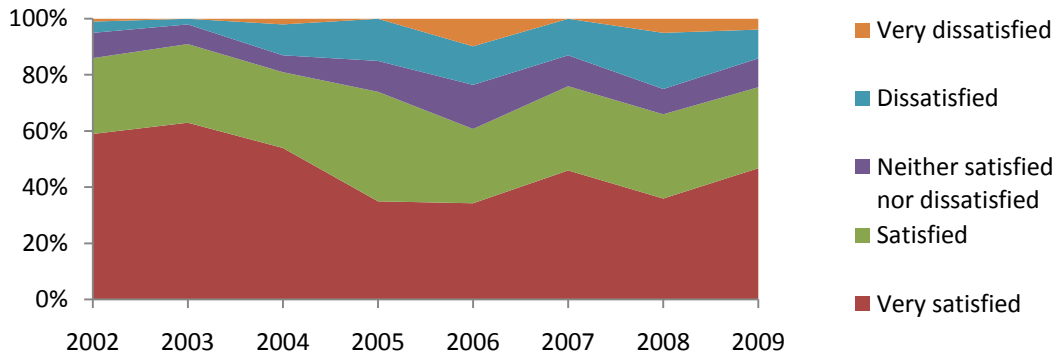
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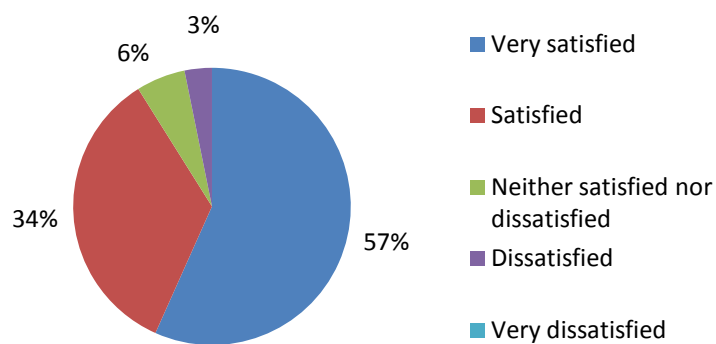
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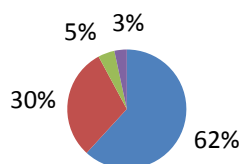
Comparison of global results from 2002 to 2009



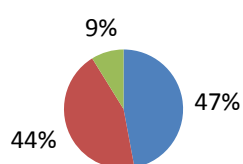
1.8 How satisfied were you with the timeliness of payments made to you in respect of your first salary (actual salary or salary advance)?



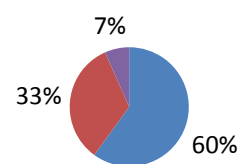
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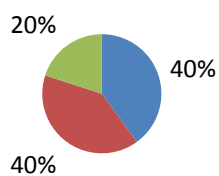
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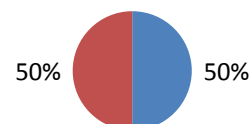
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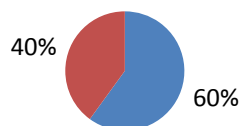
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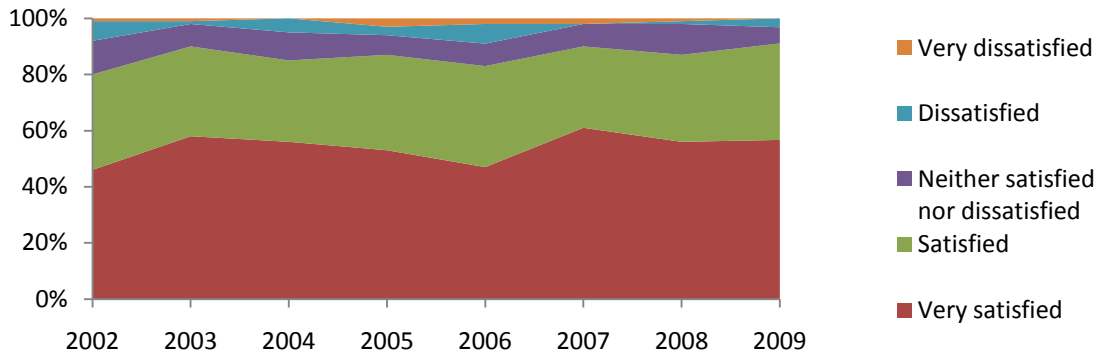
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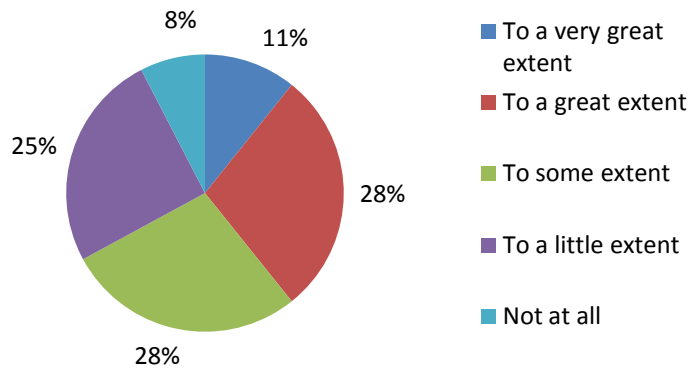
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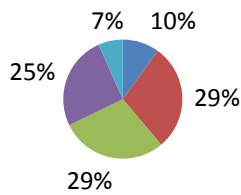
Comparison of global results from 2002 to 2009



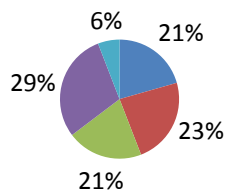
1.9 To what extent did you feel that your duty station was prepared for your arrival? (Were office space and equipment made available? Were introduction rounds in the office planned for? Was your supervisor clear about his/her expectations of you?)



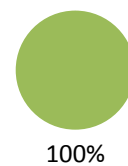
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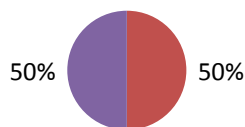
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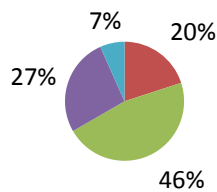
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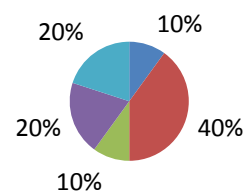
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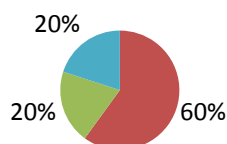
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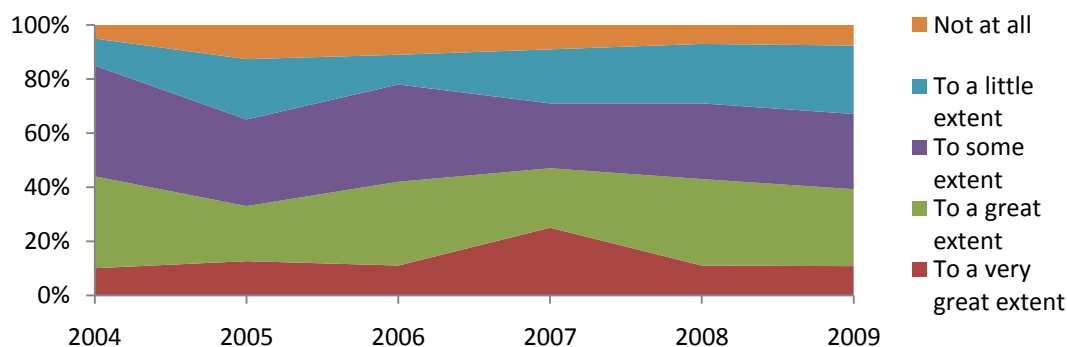
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Comparison of global results from 2004 to 2009



1.9.1 If applicable, which difficulties did you face?

"Had to organize office cleaning, furniture etc. And find out self on the introduction courses etc. but in the end all went well."

"The office was not prepared to receive a JPO and did not make a mystery about it. It took me some time to get my own desk and computer, and to manage to finalise my TORs with a supervisor. It is still unclear what I am meant to contribute to the office I am assigned to."

"The first 6 months I was using my personal computer, even though i communicated to my supervisor and the Operation Unit this lack."

"Lack of clear ToRs, non responsive manager, no desk, lack of work for the first three months-what a waste of taxpayers' money (as is the rest of the UN!!)."

"Space was made available, but that was it. I was not introduced to the office and the supervisor did not have time to meet with me."

"It has been problematic throughout my JPO assignment that as UNDP staff many administrative issues have been difficult to handle by UNAIDS (e.g. duty travel related)."

"The communication prior to arrival was very limited, to the extent that we did not know either we will be pick up at the airport until days before the departure (even after asking for clarification). Upon arrival there was no clear programme or induction. A lot of information trickled in bit after bit. As we were a few new staff members that experienced the same problems we have now developed a comprehensive induction kit for new staff and will "test" it on our new JPO."

"There were no introduction rounds in the office planned for my arrival. Apart from my supervisor, no human resources staff (or JPO responsible) met with me for more than 5 minutes to explain the basics of my incorporation to UNFPA. I have been expected to look myself for help from the very beginning. I would have appreciated an arranged meeting on the first or second day of my arrival, to obtain information on the key documents, rules, organizational structures, etc., that are relevant to my daily work."

"Lack of briefings on my terms of reference from my supervisor, lack of explications on his expectations. the unit where I'm assigned wasn't prepared at all."

"This is not the most organized environment I have set foot in. My feeling is that there is need of working further with Knowledge management. There seems to be an assumption that you can just go in and take on the role of project manager with basic ideas of how the organization works."

"The office was not ready for me. I did not have a working space or a computer for months."

"Again, the secondment caused confusion as UNDP were not always as cooperative as one could wish. things went very slow and my Agency constantly had to follow up - meaning they may as well have done administrative things themselves (which they did in some cases)."

"No clear supervision and division of tasks within my department, introduction within the bureau took place a couple of weeks after my start"

"Unclear duties, expectations from the office and no communication with my appointed supervisor."

"I was reassigned [] to NYC. I got my TOR from the new position after 6 months of my arrival. []"

"Local staff not aware of my role. No logistic support. No office, computer, printer, telephone, mobile available"

"The expectations of supervisor were not very clear. Supervisor was on mission then had little time to explain."

"There was office space available, but that was about it. There was no introduction, no supervisor, no assistance in transport. The situation was difficult because nobody seemed to know what I should be doing in the office. Moreover, they told me on my first day that the topic of my assignment would be gender, while I applied and was selected for a position in the field of Reproductive Health. I think this will be solved in the course of some time, but the first period here was full of confusions. I'm not blaming it on the intentions of my colleagues here, because they are very caring."

"Without the colleague of my department few people were aware of my arrival. My work equipment like PC, stationary etc... is not prepared at all."

"unclear situation regarding who was the supervisor, little time for clarification of expectations"

"Introduction to the office and procedures was not done very systematically"

"The HR associate at the duty station is outright hostile: no help for residency: []; no help for any administration problem. I have to go through Copenhagen for everything."

"Difficulties related to receipt of first payment and Assignment grant was because I arrived just a day before a public holiday of 1 week, where everything was closed and all staff gone. I therefore had to wait a long time before I received my first payment, and I had trouble paying down a deposit for my apartment."

"I have not been introduced to the office and other agencies; communication with supervisors is difficult and every day work as well."

"No real introduction training was provided"

"ToRs are not clear and we are performing task that do not match we our area of expertise and in case that there are any overlapping in the office or two candidates for training, attending a meeting or something similar Senior level has been always prioritizing the National staff, even if they were SSA. Hence, JPO has many times lost the opportunity of being exposed to different scenarios or attending a training relevant to the job he/she is performing."

"My supervisor arrived 2weeks later [] but this was not a big problem. However I got many IT problems during the first few weeks"

"Getting time with supervisor to discuss TOR in depth"

"no introduction nor orientation with respect to my position very little coherence between my TOR and my work"

"No difficulties. But all because I had a great supervisor."

"Vague terms of reference and job description. Supervisor was not clear of expectations. Was not offered a formal and systematic supervision."

"Administratively, i.e. salary, attendance registration, coordination with UNDP field office, etc, the office was not at all prepared to handle a JPO."

"No office space; no clear supervision"

"It was difficult to know if all the payments were done since no clarification was provided, just some lump sums on the bank account. I'm still not aware if I received all the payments, e.g. the claims I made for doctor's appointments etc."

"There was no real explanation of how the office works or no operations manual something like that... but this I figured out myself..."

"My supervisor is/was clear about his expectations and office equipment was made available. However no real introduction was programmed. And above all, not sufficient information on administrative procedures was given/made available. I have been struggling with accreditation, shipment clearance, and any other sort of application for a long time. Maybe an introduction manual, at the duty station, with all the steps and details of the procedures would be useful (the JPOSC list is useful but not sufficiently specific, reason for which it should be done at the duty station for all staff!)"

"My supervisor did not put together a briefing programme, but personal introductions were made."

"The office seemed logistically prepared, but I have to this date not yet sat down with my supervisor to discuss my tasks and results. It seems there are different ideas of what I should be doing by the various managers, so I don't feel like it was very planned."

"There was no welcome package prepared, supervision related issues were not clear and it took long to clarify them and to know their expectations of me. There were no organized briefings and I got to know things by doing."

"Turned out that "I" didn't inform the DSR(O) and HR of my arrival, although I was in constant touch with my supervisor via e-mails. My supervisor knew about my arrival, but simply missed out the HR to include in the communication. I was the one to be blamed (Still think it's not a big deal but maybe it was the personality issue.)"

"No briefing on the projects I had to work on; it took me 3 weeks to get a first meeting with my supervisor (that lasted 5 minutes, the time for him to tell me he could not be of any help for me...); there was an hand over note from my predecessor in the share drive of the CO but I did not have access to it and no one told me about this note (I discovered it 6 months later); everybody was very busy (no time to explain your job); no clear explanation of the role of each level of management for the projects."

"I expected to meet someone the day I arrived to guide me a bit, but because it was during the weekend, I didn't meet anybody until Sunday evening. I felt a very cold welcome arrival and lack of interest."

"Not much of an introduction, did not get office space before after a month, did not get equipment (phone, laptop etc) until after several months"

"Assignment grant and DSA took a month to be paid, and the office had no programme for briefing newcomers, including JPOs"

"Had to be in temporary office space first, but this applies to just about everyone arriving here, not just a JPO and was not any problem."

"The major challenge was (and continues to be) that due to WHO JPOs being on a UNDP contract, they are formally not recognised as WHO staff members. This causes administrative issues e.g. when it comes to getting a phone number, a phone code, an entry into the directory, access to the WHO management system etc. Our HR staff is a great support and doing everything they can to sort things out on our behalf, but it remains a challenge with other parts of the organisation who have little knowledge of what a JPO is."

"Budget limitations to develop activities in a new position that before didn't exist as such and that, in order to fulfil the foreseen results, may require extra budget allocations."

"The office did not have an introduction plan ready. Expectations were not clear - but also had to do with lack of knowledge about my area of work. But office space and equipment was made available and is satisfactory."

"The UNDP country office did not know how to manage JPOs in assignment to other agencies (i.e. distribution of responsibilities between UNDP-[in the duty station] and WHO-Regional Office, in my specific case) AND there was a general lack of information which was never provided by the UNDP-[in the duty station] office: this applies to the entry briefing and to other aspects, such as the management of the DTTA and the efficiency at managing the documents for the driving license issuing or the entry visa on my UNLP."

"I think it would be important to have a better introduction on how UN works in the country. A general overview, beyond the agency you are assigned to, is necessary to understand your work as UN. For many of us, this is the first experience within UN."

"Until now, I am using Wi-Fi connexion which is not really reliable, although everyone at the office is using network connexion with cable"

"For about two months in the beginning, I did not have my own work space nor computer. I used an empty desk in the corridor and a small laptop provided by the office. There were no official introduction rounds, or introductions over email done by my supervisor - I felt this was a bit unfortunate. Other colleagues in our team were, however, very helpful in making me feel welcome and helping me get started with figuring out the first tasks for me to start with."

"Direct supervisor was on maternity leave"

"Office space was not available; it took several weeks to get a proper desk. I still do not have my own computer after 2 months; it will be sent from [HQ] and "should get here soon". No introductory rounds were undertaken. Nobody in the office was prepared to have me here and does not seem to know what I should do here. My supervisor is too busy with his own job. I have had no guidance or briefing on [the agency] and/or my own role in the office. Finally just before Xmas I had a meeting with my supervisor and we agreed on some guidelines on my job description. I will write myself a suggestion on what I would like to do here in 2010."

"I was given temporary office space and equipment for 2 weeks and then moved to another room where I had to answer the doorbell every time it rang. No introduction rounds were planned, but thankfully I knew a former Fellow and current JPO who was leaving the office and took me around. My supervisor handed me over to another colleague."

"I think it is a common issue that when JPOs arrive there are not clear TOR for them and it is difficult to get responsibility of a whole process or issue. Usually minor tasks are given to us."

"No Computer for 3 months. No office space for the first few weeks (sat at a table in my supervisor's office). No real orientation upon arrival. I had already found a place to live, and then discovered through the security briefing that I couldn't live there (no information was given prior to this)."

"The practicalities were very well arranged. The expectations for me were not very clear, and it took us several months to decide on them after I arrived. This was also good in a sense that I could affect on it by myself."

"I was the first JPO in my department and since my only supervisor wasn't there in the beginning and is mostly absent, it was difficult to receive the needed support."

"Difference of the expectations of JPO/Supervisor"

"lack of responsiveness of supervisor, lack of teamwork and information sharing within the organisational culture"

"No space was assigned, I had to be placed in a post of a colleague that was on holiday. My supervisor was on holiday for two weeks."

"Little guidance from supervisor. The duties described in my ToRs upon recruitment were not in line with the tasks I did the first months as another person managed the programmes I was supposed to manage. She handed over to me in [], basically 5 months after I had started."

"A structured introduction and orientation was missing - which I think is a crucial issue. Even a five hour structured introduction would have paid off very fast as it would have improved the output and shortened the orientation period."

"introduction and orientation could have been better"

"The office is clearly not used to international staff, and don't have answers for all questions regarding international payments, applying for local tax numbers, etc. I had some difficulties in the beginning, as I didn't know which questions to ask and no one was providing information without me asking first (culture differences?). After working for two months, I still haven't gotten a local bank account or access to the Learning Management System."

"A few. But these were due mainly to the particular situation of the duty-station I am in (phase 3, and provisional offices). I also received a lot of support from the duty-station throughout."

"Timeliness of DSA/assignment grant upon arrival: First of all, I expected to receive 30 days DSA and assignment grant in cash or by cheque upon arrival but this was not the case. I was informed by UNDP [in the duty station] that the money could only be paid by bank transfer from UNDP account to my local bank account but to open my bank account it took weeks... JPOs should be advised to take enough cash with them to cover expenses in the first 4 – 8 weeks. I had some cash with me but of course not enough to pay my entire expenses for the first 3 months (that's about how long it took for the DSA/assignment grant to arrive on my bank account! I could not buy a car, nor pay the security guards, etc.). Also, an error in the vendor form delayed the process, however UNDP was not alerting me that the DSA/assignment grant they wanted to transfer to my bank account had been sent back to them but waited until I called them to follow up (which again delayed the transfer). At the end, I managed to open a bank account but had to make an emergency transfer from my personal bank account back home to the one at Duty Station... I'm working in a Sub Office and first spent around 2 weeks in the Country Office before moving to the Sub Office. Hence, I spent around 2 months in hotels so that the 30 days DSA was not enough."

Prior to arrival: It would be good if the Duty Station communicates clearly to the JPO who the supervisor is resp. the contact person to ask any kind of question before EOD (I was communicating with the Rep,

admin staff, secretary, etc. and it was getting confusing). The JPO SC provided addresses of JPOs currently serving at the Duty Stations, which was helpful.

Preparedness of the office upon arrival: We were two JPOs arriving at the same time (quite glad about that!), a third JPO arrived two weeks later. Warm welcome by staff. However, no introduction programme had been prepared, staff were supportive (upon request) but support was uncoordinated. Basically no support in settling down (e.g. finding house, car) if it was not by providing some office time. We (JPOs) all started with a blank office desk and blank computer desktop... In order to improve the situation and out of our experience, we (the new JPOs) and other staff recently arrived at the office set up a task force and developed an induction kit for new staff (checklist with information and documents to provide to new staff incl. roles and responsibilities incl. the supervisor's one). So, hopefully introduction will be better for future new arrivals. I had no desktop computer for the first 5 months and had to use the only available office laptop (which should have been served my colleagues e.g. when going to meetings...). Should receive a radio call sometime soon (after 9 months!)."

"My supervisor arrived to the office [] later than me. The other people in the office had no idea about me or my assignments, and things continue more or less like this even today."

"My direct supervisor was on leave for the first months of assignment but I received all the support from my colleagues."

"lack of space to work"

"It did not seem like more than one person knew I was coming, and there were no introductions at all."

"I did not have office space and computer access until one week after my EoD. I did not have a basic manual or documentation about the programs, software, interrelation between the clusters of the office."

"no office space, no laptop, no desk, no chair, no briefings"

"The office was not aware of my recruitment or joining date neither my supervisor nor our team members were aware of my recruitment, although I was assigned on [] and joint office [seven months later] No formal introduction, casually the admin associate took me on a round to each office and introduced me. I was expecting a circular mail to all staff members about my assignment and duration, especially since there are other field offices which I am expected to visit during my assignment The concept of JPO is not present within the office, I have to explain and prove that I am a professional who can have a positive impact on work and not coming as an intern and allow me to become a positive team member."

"Only my boss knew I was coming, she had not really informed the rest of the team. I only had the original ToR and this was never modified, I still work on a bit of everything which is not bad in itself. I was also told that i was not a member of the "core" team as I am just a JPO. I felt that my supervisor had little knowledge of the JPO positions."

"Since I do not belong to any decent unit (in my unit, there are only my supervisor and me, not secretary), nobody informed me and I had to miss some of the information from HR and other units. It took a while for a computer set up too."

"No introduction, no clear job. no time for introduction, poor computer equipment and office equipment"

"Space was made available, but no one had time for me to give me an introduction or tell me what to do"

"Almost nobody was at the office when I arrived. The office equipment etc. was all there. The office has realised that the induction given to newcomers is lacking and there is a task force working on an induction kit. It would be great if the JPOSC could write an e-mail to the office and introduce the newcomer, the JPOs could write the text themselves, but if the JPOSC sent out the email it would have more authority."

"No introduction, no clear job. no time for introduction, poor computer equipment and office equipment"

"Since I am a UNIFEM JPO covered administratively by UNDP local office, I had lots of difficulties to have the 1st contacts with HR focal point, Operation director, etc. of UNDP, not informed of my arrival, although my arrival could not be confirmed to JPOSC without them."

"My initial assignment did not come true, since the CO had recruited another person for the same job. Finding my place in the CO took me 6 months and a lot of stress and struggling. CO is badly prepared to welcome JPOs and the way we are managed does not correspond to the idea of a professional trainship programme..."

"No office space prepared, no introduction programme, no background documents related to area of work, ToRS broad and generic and could not be used for guiding work the first months, extremely limited administrative support for settling in at the duty station in terms of official documents/clearances/tax issues as well as all areas related to establishing a home (accommodation, transport, security, bank accounts)."

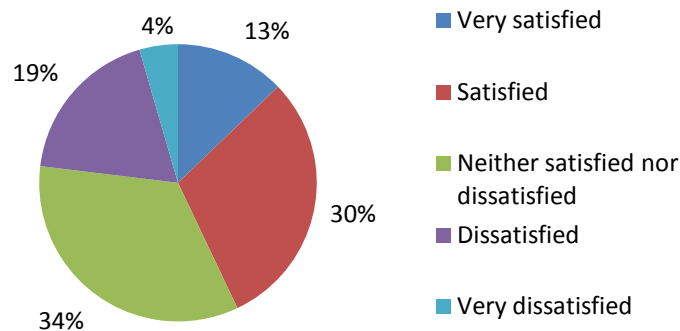
"The office was having a JPO first time and need to clear so many things regarding payments and other administrative aspects * The office management changed and the new management took some time to adjust me in the mainstream activities"

"There was no practical introduction to the office procedures, where to find resources and no guidance on how to carry out my assignments. There was only a superficial briefing on UNDP in general."

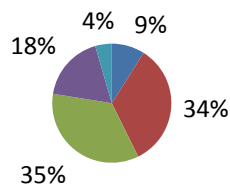
"urgent matters our unit was not occupy me and the program officer we arrive at the same time .No introduction courses directly in the field with urgent matters."

"My ToR was too generic and the Team Leader of my unit did not have a clear ideas as to what my duties and responsibilities would be."

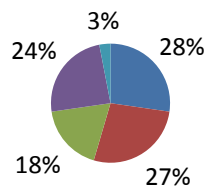
1.10 How satisfied were you with the degree of logistical support provided by your duty station in the course of your "settling-in" period?



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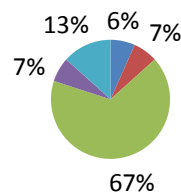
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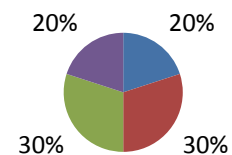
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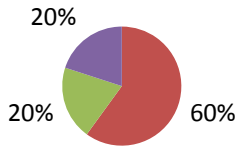
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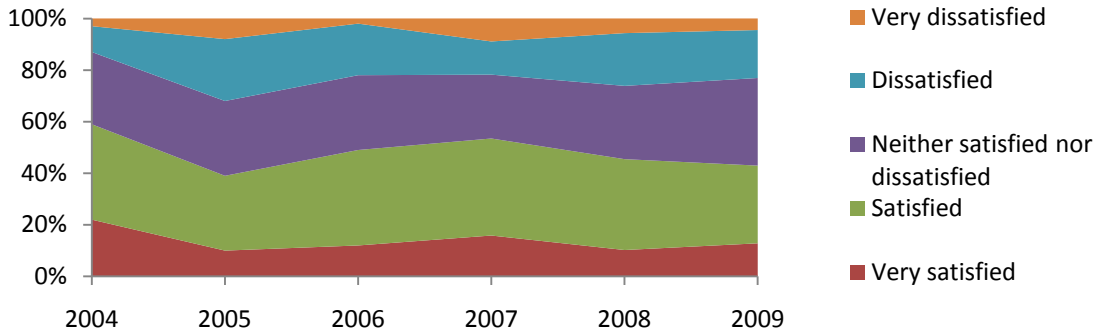
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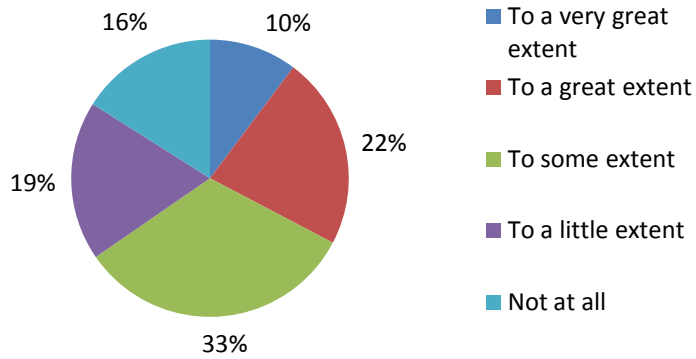
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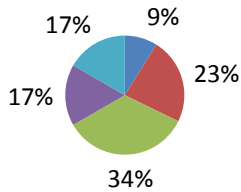
Comparison of global results from 2004 to 2009



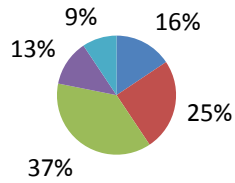
1.11 To what extent, if at all, did your Terms of Reference change within the first few months following your arrival at the duty station?



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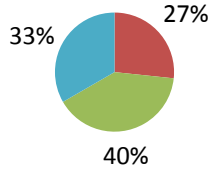
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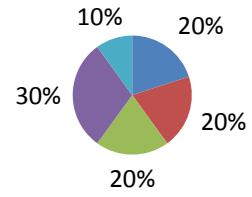
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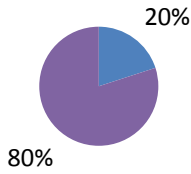
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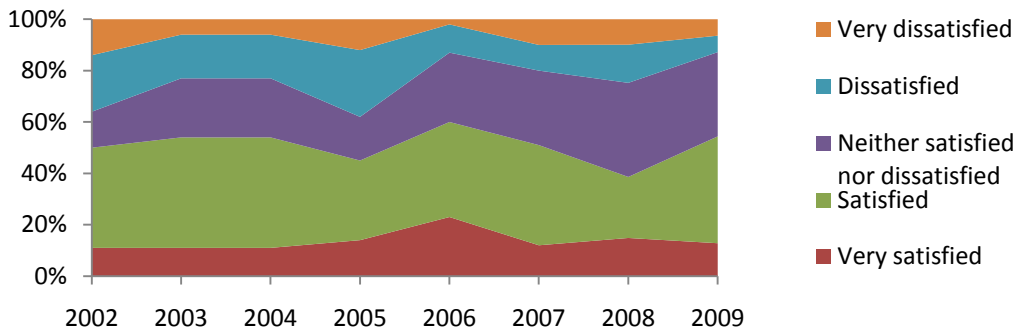
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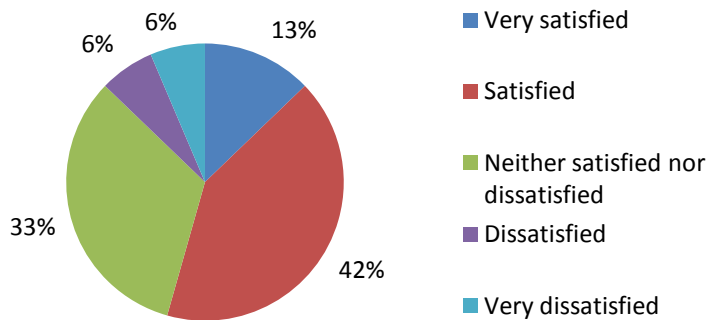
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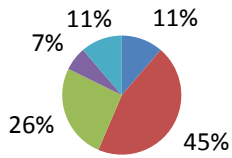
Comparison of global results from 2002 to 2009



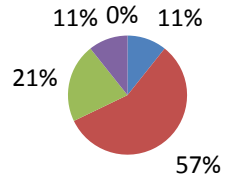
1.11.1 If changed at all, how satisfied were you with the way/extent to which you were consulted in the process?



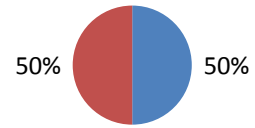
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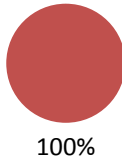
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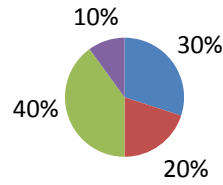
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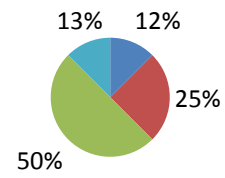
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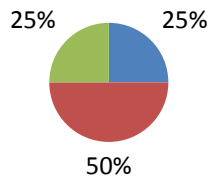
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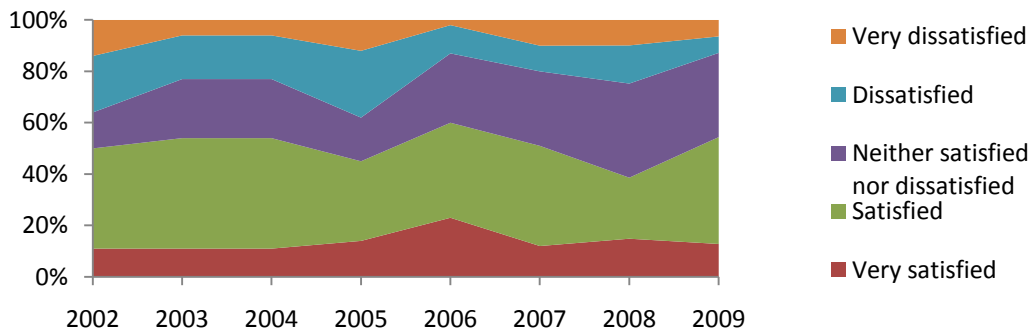
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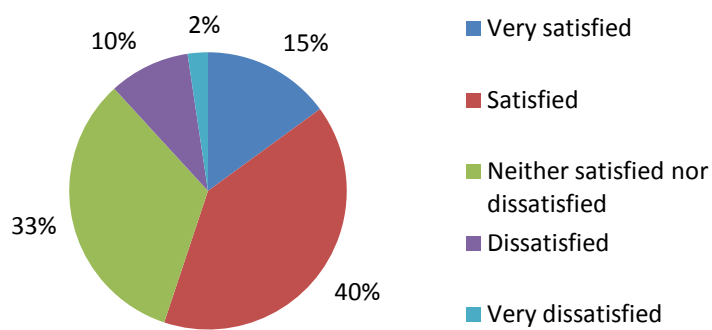
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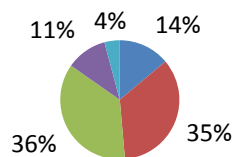
Comparison of global results from 2002 to 2009



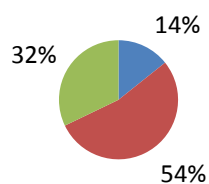
1.11.2 If changes occurred, how satisfied were you with them?



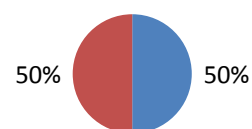
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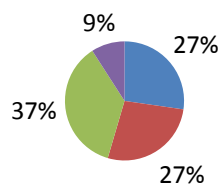
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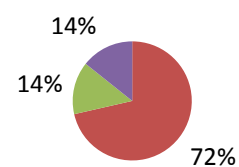
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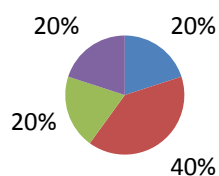
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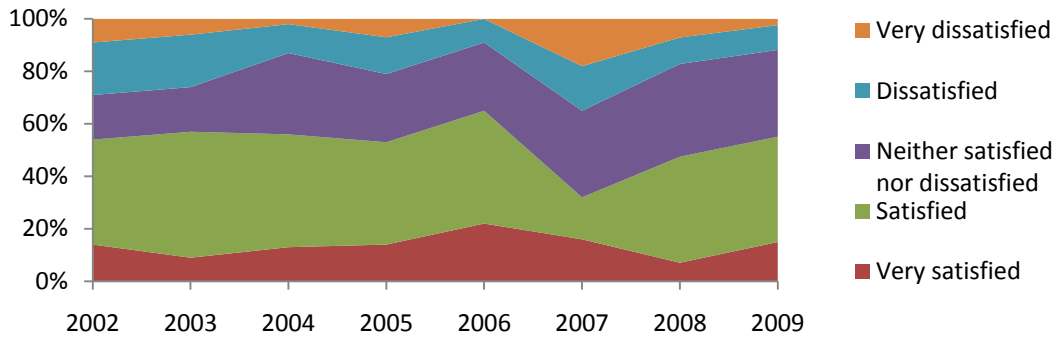
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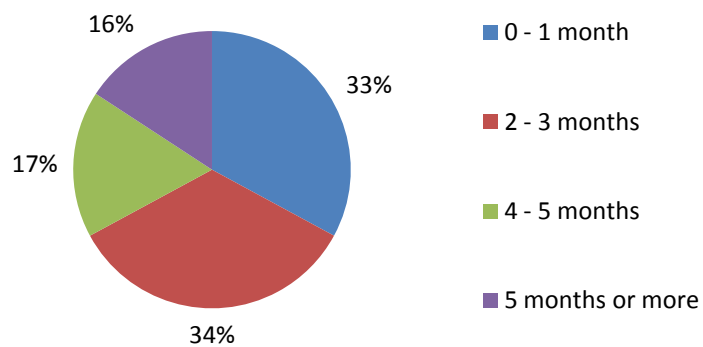
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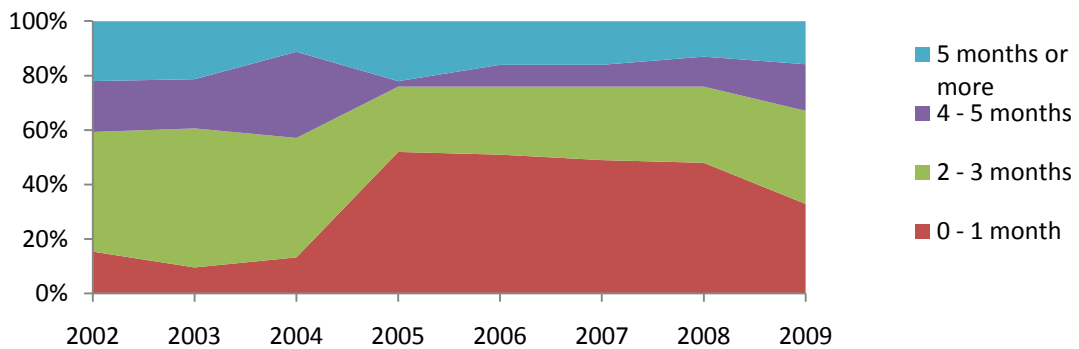
Comparison of global results from 2002 to 2009



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

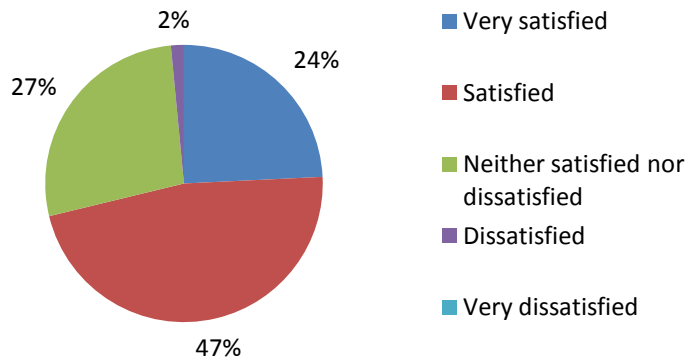


Comparison of global results from 2002 to 2009

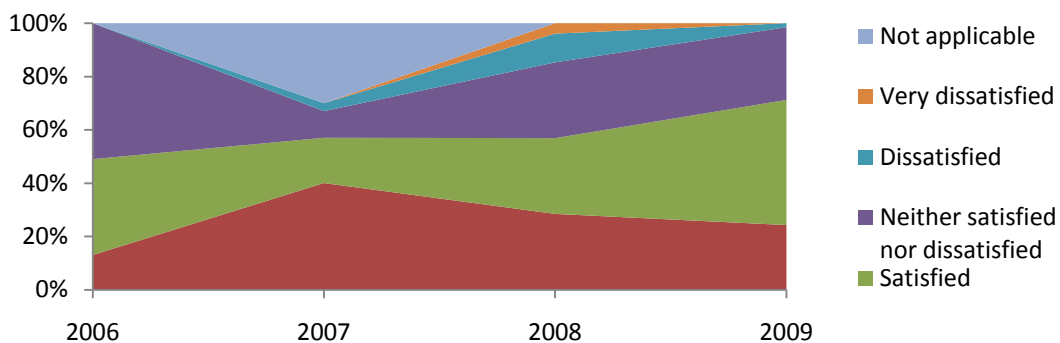


1.13 If applicable, how satisfied were you with the one-to-one counselling session organized by JPOSC in New York in connection with the PPO course (Programme Policy and Operations induction course)?

(Only to be answered by UNDP JPOs)



Comparison of global results from 2006 to 2009



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

“Would have appreciated more time to settle in and find apartment - maybe JPO SC could have informed future supervisor that the new JPO should be granted free time from office to find apartment etc. Or even better if all JPOs could be given 3-5 extra "leave" days for settling in process. This beginning has been personally quite stressful and uncomfortable as e.g. all shops close before free from work, and have only one day in the week (Sat) when able to advance things...”

“In my case, there was clearly a 'preparedness gaps ' between recruiters in UNFPA and the country office []. I arrived in [] and I was told that it was not a good timing for me to be there so early, that it would have been better to welcome me [three months later]...”

“See my last comment. People are overworked. On the positive side you can always speak to your supervisor, and he will set of time for you. It is mostly not the people but the infrastructure that is the problem.”

“have not been invited to a PPO course yet”

“Overall, support from JPOSC is very good. What is more difficult is support from country office. I had to do everything on my own and rely more on taxi drivers and neighbours than my office. It would have been great had the office offered transport for settling in for example.”

“It takes much more time than I had expected based on the information from the Ministry of Foreign Affairs of [my donor country].”

“Another person was working in the position that I was supposed to take up. For 6 months my role was to support the office in an ad hoc manner.”

“Problems in regard to ToR was that during the interview I was told that I would be working specifically on [a subject]. The ToR however I was sent afterwards was on [a different one], but I was told by the UNFPA

JPO coordinator that this would/could be changed. I therefore accepted. When I arrived at the field office, I realised that there was no great need for [neither one], and that there was no real area of work or programme that was still available for me to work on. The situation has improved over time, but it took almost one year now and I was very disappointed.”

“Everything went well at first, not after a few months.”

“Integration in the office is satisfactory in general terms. ToR were very broad from the beginning. Main concern is that as a JPO I have many tasks but always related, I don't not feel focus in an area of expertise relevant to my Agency that can help me in my career development.”

“I still don't know when we'll have our PPO course in New York which is a problem to plan my work travels (e.g. for spot checks), my leave plans and the use of my DTTA. Moreover if the PPO is reduced in favour of more online trainings, I am afraid I'll have very little time to do the online trainings unless I do them outside my working hours.”

“The changes that occurred to my ToR were not at all consulted with me, which might affect my appreciation of the changes. Good communication is vital for a good understanding, but I have not yet met with my supervisor on my work plan.”

“I was re-assigned after the first JPO year. The above-mentioned applies to my second assignment (the first one was not ideal regarding several aspects reason for which I negotiated a re-assignment).”

“The JPOSC counselling should be on demand (when difficulties are encountered). Did not have the need right then.”

“Senior management should make sure that local colleagues introduce the JPO in the section and new tasks; the head of unit where the JPO is working is supervising (or at least giving some kind of support) the JPO.”

“That every JPO have to go to the JPOSC before any assignment.”

“I would have appreciated more previous information regarding visa and working conditions for spouses. Since law affecting international organisations' staff may be different in each country, I understand this could be difficult for the JPOSC. Nevertheless, requiring that information to the duty station and including it in the offer package or other initial communications could be of great help.”

“I DIDN'T GO YET TO THIS COURSE”

“My Terms of Reference is at a very general level. It is a ready template provided by the HQ in Geneva. The field office used this ready document to recruit me. It seems as they never thought more about what it would actually mean to have a JPO in the office, and what the JPO would do here. I feel as I am here because they wanted free labour. They do not seem to be committed in supervising or guiding me. I am the first ever JPO in this field office.”

“I think that clear and detailed TOR should be required from the supervisors prior to the assignment of a JPO. Usually TORs sent to select the JPOs are too general, and it is very difficult to negotiate them after joining the team. They remain general so that you can do whatever is needed with no clear responsibility.”

“My supervisor was prepared for my start, but no one else was (logistics etc), and there seemed to be no policies/procedures for me to consult in order to "walk me through" things the first time (even things like, getting the rental advance or rental subsidy signed from the duty station end was really confusing and took days of walking from office to office to get sorted).”

“The reason for long delay on determining my duties was mainly caused by the fact that my supervisor was very busy all the time.”

“I was very satisfied with all the services the JPOSC provided regarding the recruitment and entry on duty procedures.”

“I haven't had any change of Terms of Reference, since I just started two months ago. Since then my supervisor has said that he wants me to develop my own work plan, but hasn't given me clear guidance”

“The supervisors should be approached in the start of the recruitment process to make sure that they know their responsibilities. The Country Offices should also be asked if they have the possibility to give time into introducing the person properly. Otherwise the PPO course should be held in the early beginning of the position (not after 4 months) as there is a need to know about the procedures to be able to deliver”

“Assignment grant and DSA were not calculated correctly as there was some hiccup with the fluctuating exchange rates.”

“Individual session with contact person and introduction to JPO network were among the most benefiting sessions. However, some clarifications obtained in the individual session with the contact person (e.g.

around insurance issues) and also exchange of advices among JPOs was rather/too late since we were already on the way to our duty station. Hence, I'd suggest to hold the pre-departure briefing a few weeks before the EOD. Also, I found it rather stressful to travel to Copenhagen and from there straight to the Duty Station."

"In my case, I don't think the recruitment process was clear, and neither was the entry on duty. The office was not ready/interested to receive a JPO, and in general terms, the tasks that I am developing are not related with the ToR."

"Better coordination & communication between [the donor country's] MFA and JPO Service Center, in particular concerning the Pension scheme's available to [their] JPO's. I had not received any kind of communication whatsoever from [my donor country] prior to departure. I believe it would be mutually beneficial to inform JPO's [from my donor country] that they are responsible of the Pension payments in xy ways and that they should start looking into it at time of their EoD. Because I had not been informed, and in the firm belief that [my donor country] has been paying into the [country's] Pension system during my time of the JPO, I have lost quite a few benefits and time."

"Before EoD, it could be helpful if we have a general idea of the programs or information that are related to our work (Atlas, POPP, service track, etc)"

"The Italian government decides for which specific post the pre-selected candidates have to be interviewed during the competitive process. It definitely limits the opportunities of applying for positions or posts that might interest the candidate more. Candidates are not even consulted on this choice, which is decided upon their previous professional experience and not future career interests."

"I think how one settles in a duty station has to do with how well the supervisor understands the JPO role. I managed fine but had to do everything myself."

"if possible, it will be useful if the JPO center have as much information as possible about the position and the CO, working plan, unit,... in order to avoid certain problems"

"Overall, it was all good. Having heard for example that some other UN orgs don't pay anything to JPOs until arrival at duty station, I have felt extremely lucky and well taken care of. Much thank yous to Barbara and team."

"In my opinion the JPOSC should have a greater leverage over the JPOs' supervisors. To hold accountable the CO for how they manage their JPOs is the only way to charge twisted dynamics where some managers are conveniently installed."

"When ToRs are radically changed, there should be rules governing this situation such as consultation with HQ or the donor."

"I think every JPO need to be at Copenhagen before joining the duty station. Clearly the supervisor should take a briefing time to explain clearly what they expect of the jpo it is why for example TOR change."

"During the recruitment process no emphasis was put on the importance of training and learning of a JPO assignment, which I found out later that these are key to the programme. I believe they should've been more visible during the process."