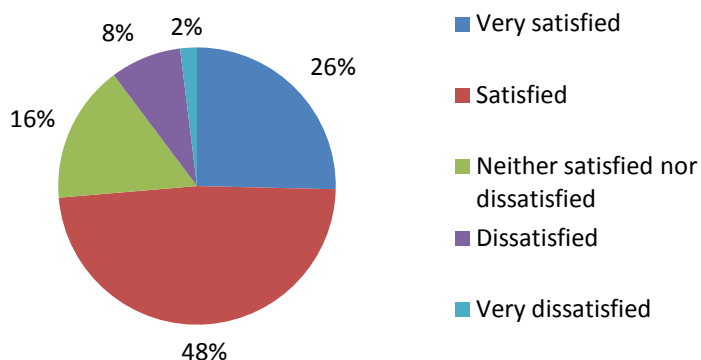
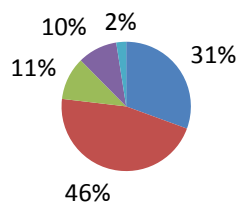


Section 2 – Your assignment

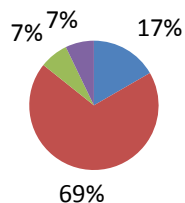
2.1 How satisfied are you with your assignment?



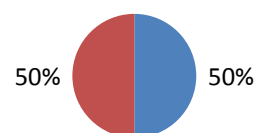
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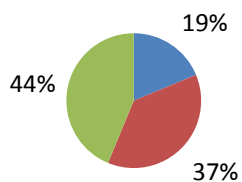
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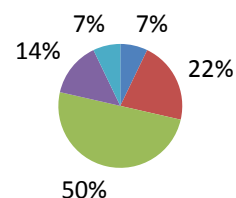
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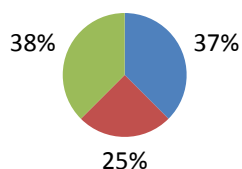
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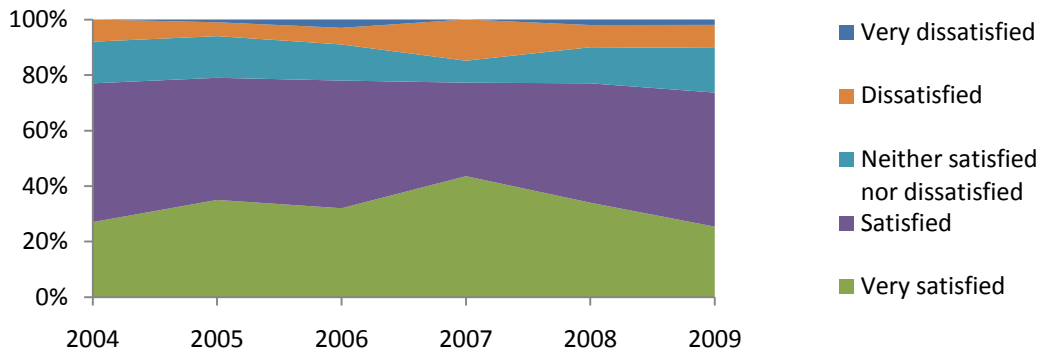


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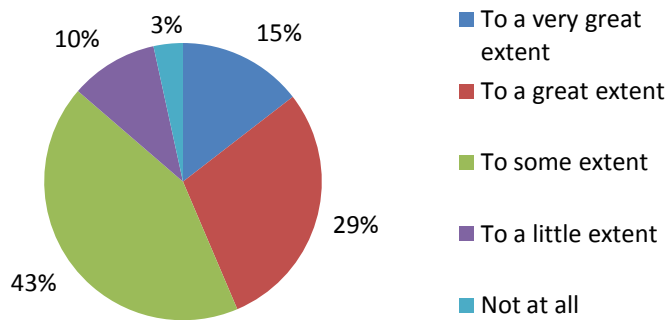
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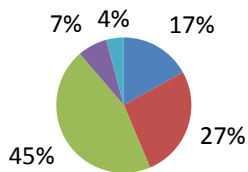


2.2 To what extent, if at all, did your tasks and responsibilities change during your JPO assignment?

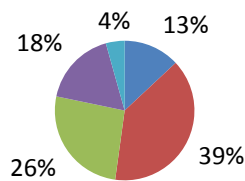
(Only to be answered by JPOs who have been less than 12 months into their assignments)



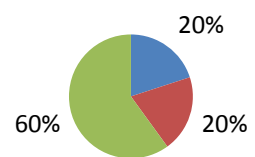
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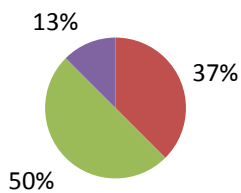
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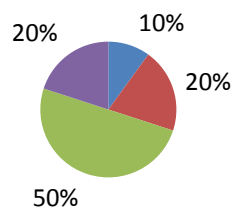
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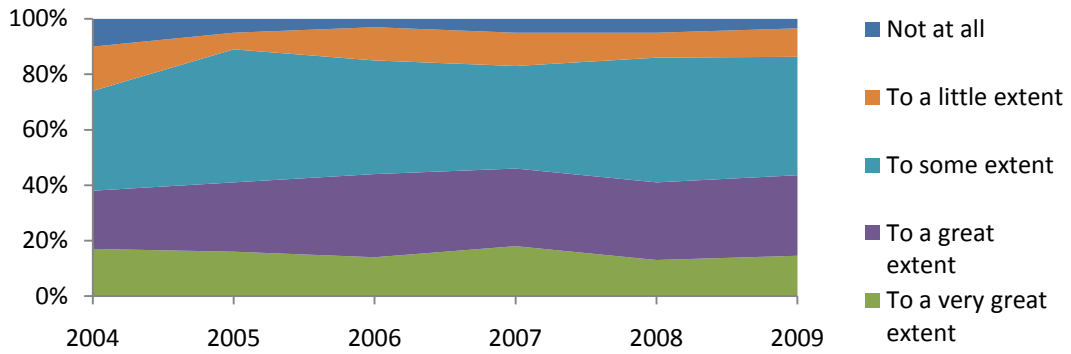
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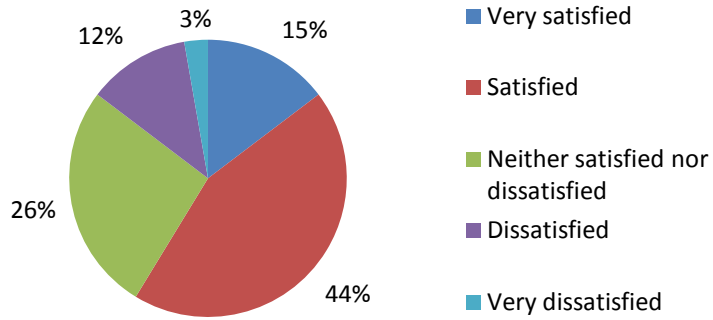
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Comparison of global results from 2004 to 2009

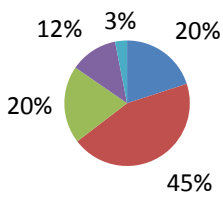


2.2.1 If changed at all, how satisfied were you with the way/extent to which you were consulted in the process?

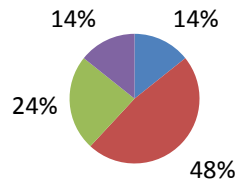
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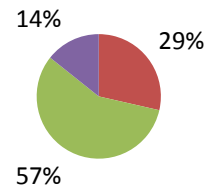
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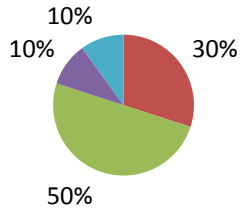
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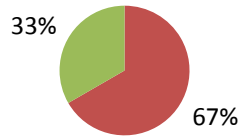
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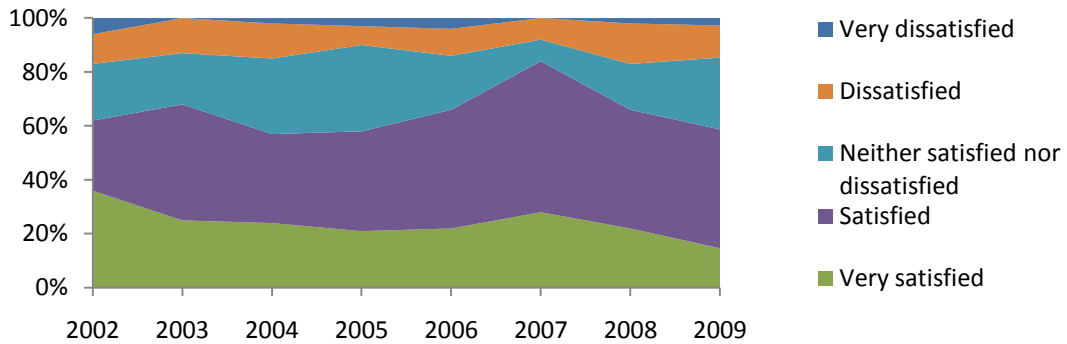
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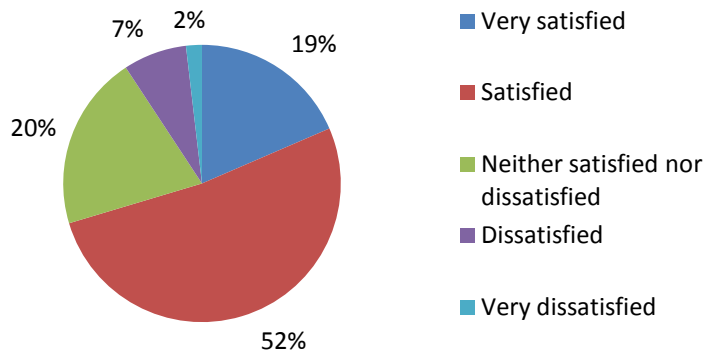
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Comparison of global results from 2002 to 2009

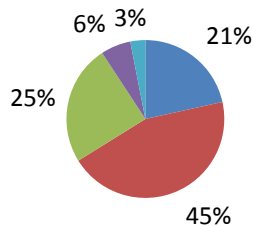


2.2.2 If changed at all, how satisfied were you with the changes in your tasks and responsibilities?

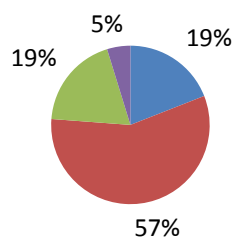
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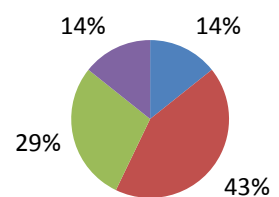
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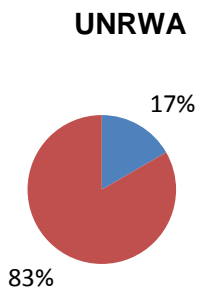
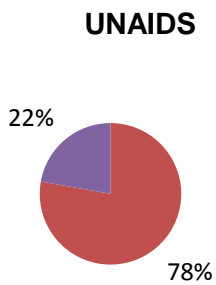


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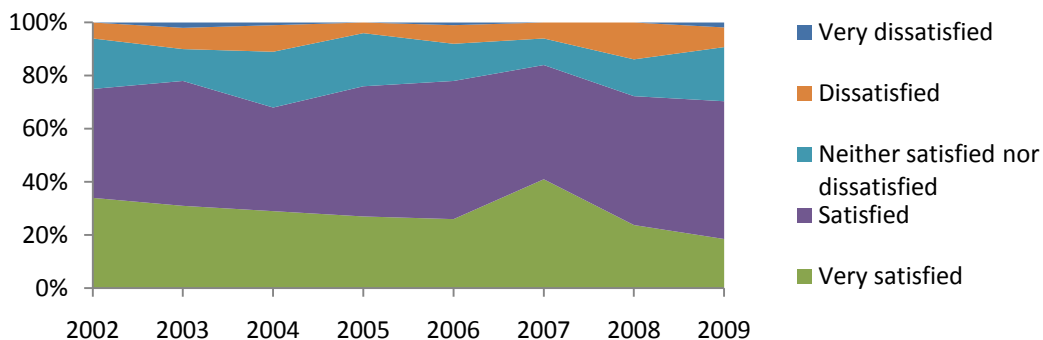
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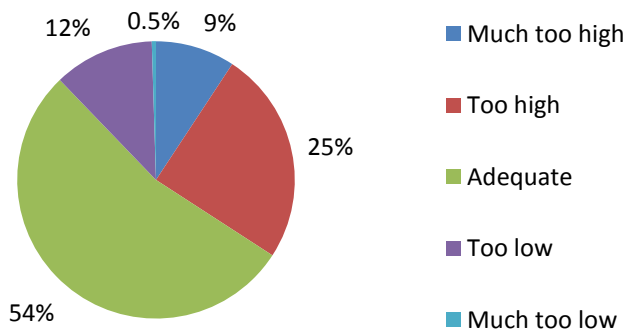
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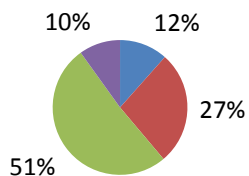
Comparison of global results from 2002 to 2009



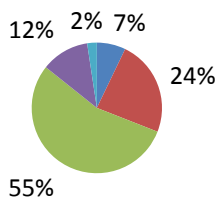
2.3 How would you rate your average monthly work load?



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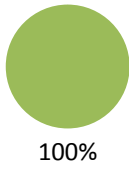
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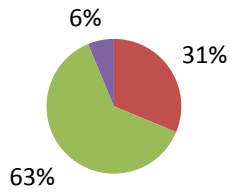
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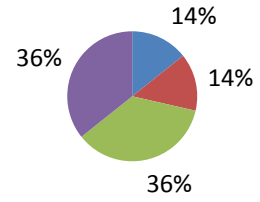
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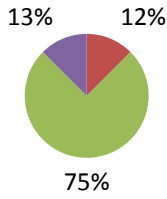
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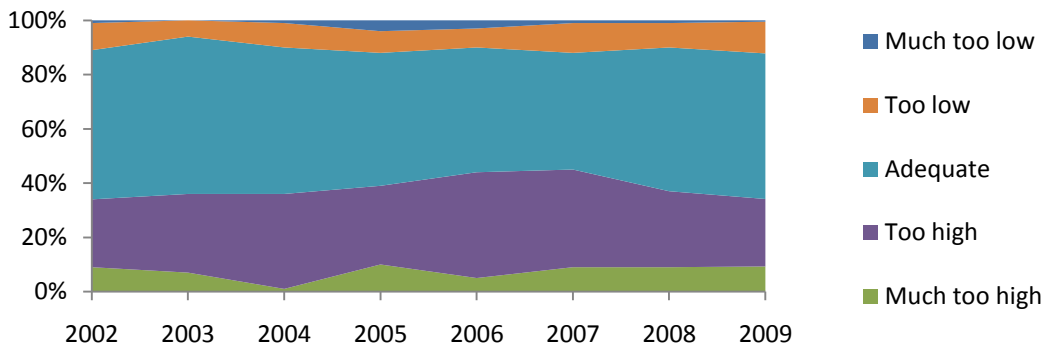
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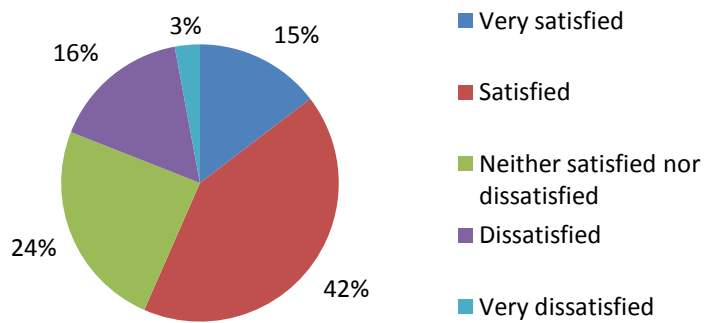
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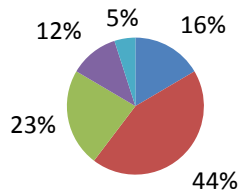
Comparison of global results from 2002 to 2009



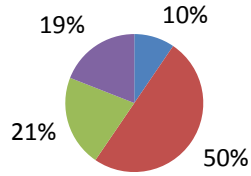
2.4 How satisfied are you with the way and degree to which your pre-JPO skills and experience are being utilized?



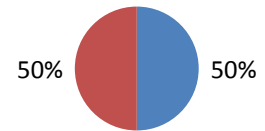
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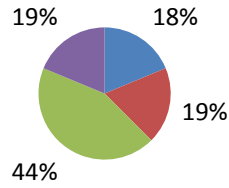
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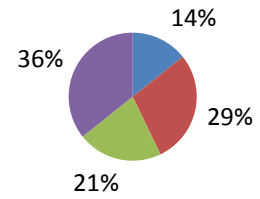
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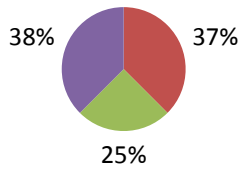
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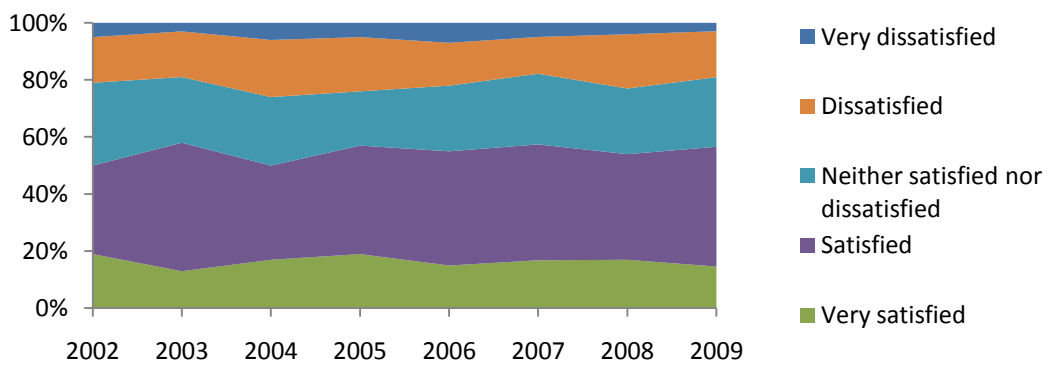
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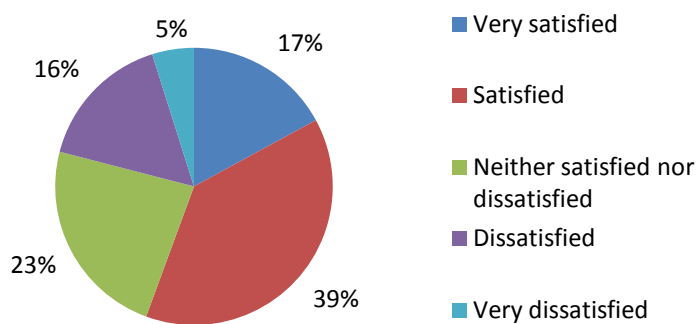
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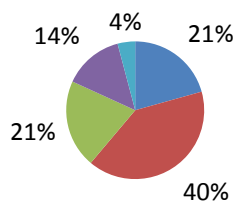
Comparison of global results from 2002 to 2009



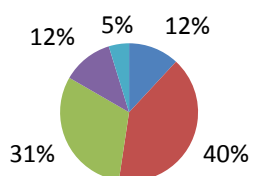
2.5 How satisfied are you with the level of decision-making authority you have in your area of responsibility?



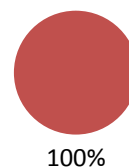
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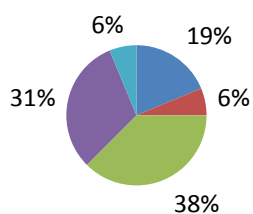
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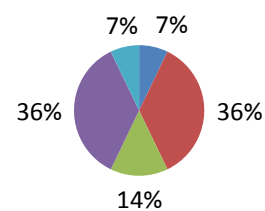
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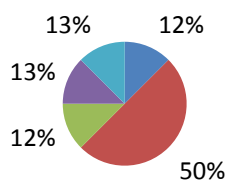
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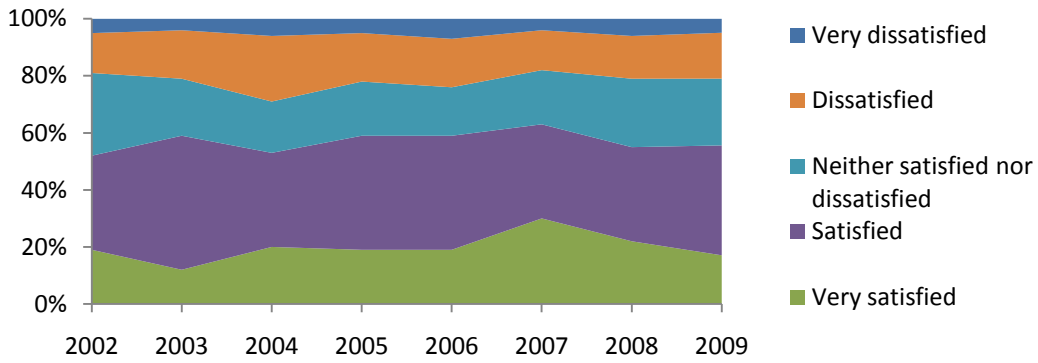
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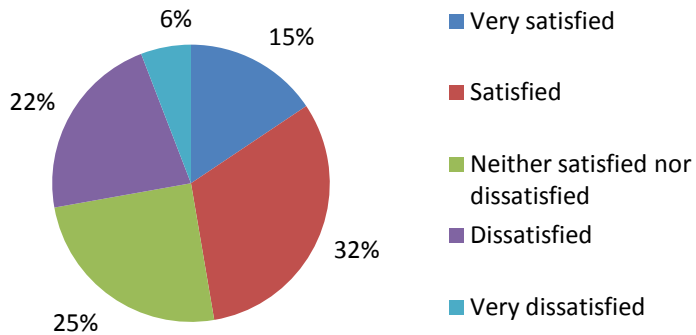
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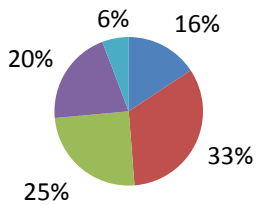
Comparison of global results from 2002 to 2009



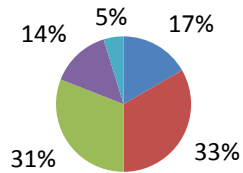
2.6 How satisfied are you with the access to and quality of supervision?



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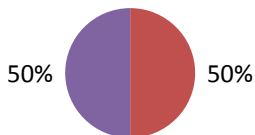
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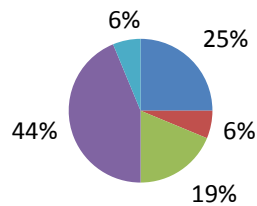
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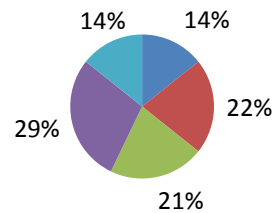
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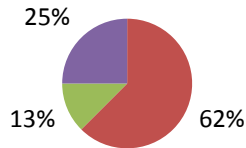
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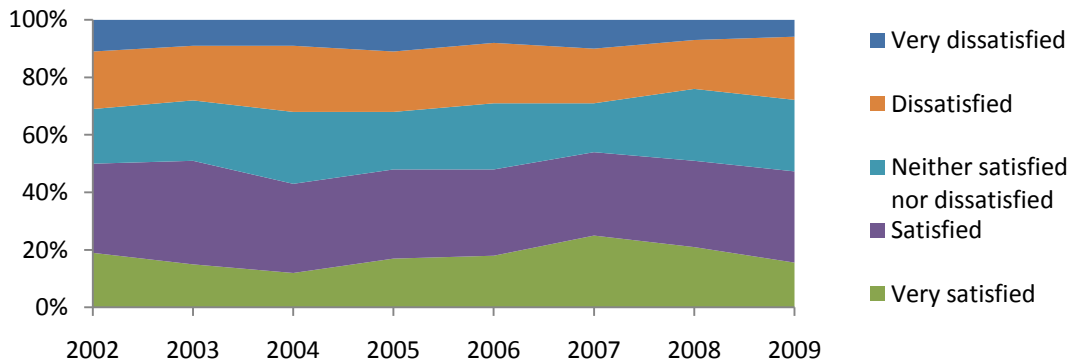
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Comparison of global results from 2002 to 2009



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

"I have excellent supervisor but he is so anxious to use my "expertise" that I have difficulty in slowing him down and making clear that I need more time to familiarize myself with what we are doing..."

"I had a supervisor for [a number of] months, and this person has left []. I have no idea today who my new supervisor will be."

"Due to staff changes I had to act without a supervisor [] 1/2 year. Since the new person to this position arrived (the situation is still continuing), I have often felt that I am his supervisor rather than the other way around, as should be the case.."

"A new manager, who is not used to supervising staff, who has worked by herself for a long time, and therefore not used to team working. A manager from whom I do not learn anything.."

"In the beginning I had two supervisors and I had to split my time fifty fifty, which gave rise to some problems because both wanted me to work more. However, now I only have one supervisor which is much better. I do not get a lot of supervision per se but am learning as I go along."

"Access to my supervisor and his responsiveness have been issues throughout my JPO assignment. I have ended up working much more independently than I should have, which I think has mainly been beneficiary for me, but sometimes lack of support and direction has been very frustrating."

"When I approach my supervisor directly I get sufficient supervision."

"All the 3 supervisors I had are very opened"

"1.my supervisor has a [national] contract, so that issue have created some problems. 2. my TOR were not well defined and even if they have been changed on the paper, anything changes in the real work. 3. the supervision made was inadequate for someone that has [several] years of experience of field work."

"Well. I get good advice, but it is not in any way institutionalized and some people do not have time to help me. From my supervisor and unit the quality is often good access is a totally different story,"

"Our CO is encountering serious management problems and the HQ and RO are aware of them. Our management is under investigation due to allegations of fraud, abuse of authority etc. The quality of supervision that I have received so far is extremely low, due to these problems that have remained unsolved for the whole period of my employment."

"there is no proper communication and one is usually given duties without the relevant authority."

"At times supervisor has little time to give qualitative guidance. The other supervisor dedicates time to training but lacks listening skills."

"there is no clear division of tasks within my division, everyone is doing whatever comes up & the head of the division is leaving this week; the communication is not working very good among team members, little transparency about who is doing what."

"No supervision at all."

"Not very informative. Difficult to know what are the plans and directions to be taken"

"No chance to discuss my tasks"

"Very little supervision. I need to guess what they (I have 2 supervisors) have in mind. At the same time, it's a lot better than micro-management. It would be nice to have more feedback though."

"It has only been clear since one week who my supervisor will be. Before that, there was some confusion about this subject. I mentioned this to the representative and now things are better."

"My direct supervisor don't much take care of me and very difficult to consult to him. Sometimes I talk directly with senior management as they are more available than himself. However no action was occurred."

"I feel that I have good contact with my direct supervisor. However, it is obvious that there are sometimes/often taken decision on a higher level [] which have consequences for my area of work without my involvement. I believe it roots in bad management and is not necessarily a deliberate act."

"Immediate supervisor transferred to another office - understood this as within a tolerance of inconvenience a JPO might encounter. Awaiting a new person to be recruited soon."

"Direct supervision by [senior manager], little access, time constraints, no "peer" guidance, no chance to learn from somebody in the day to day business, nobody to consult at a regular/informal basis on day to day issues"

"I am satisfied with my work because my situation has improved over the past months, and I get along very well with my colleagues of the unit. My supervisor is very nice and helpful but does not have very competent management and supervision skills. However I also know that this is part of the experience of working in a country office..."

"The first thing my supervisor said when he asked me to produce a work plan for my time here was that he knew nothing on [a specific area] and that he could not guide me! He resigned a couple of months later and his replacement came after another couple of months which meant that I had to work without supervision or guidance during that time. However, that does not mean that I was not producing any outputs. I just had to rely on myself and my previous experience to get the work done. My new supervisor on the other hand is very supportive and have much experience on the subject and we are working very well together."

"Lack of time on the side of supervisor is an issue.."

"There have been no supervision issues."

"Supervision rarely exists and JPOs are working as labour."

"Close follow up JPO with a clear plan"

"Horrible at times, ok at others"

"In general terms is ok, though I am not reporting to the Rep. Hence many times has happened that I am being treated as an NPO, but when it comes to enjoy some advantages of NPO then I am treated as an International staff. For example the use of the DTTA, I did not accept some suggestions to use it to attend internal meetings, explaining that this is not the purpose of this budget."

"[] (please keep it confidential)."

"Lack of time"

"In my unit there is a situation of 'two captains on a ship', which can be difficult and confusing in terms of trying to work out priorities and how things should be dealt with (since they often have differing views on substance and processes)."

"Supervision lines were little too much between [both agencies], and between different practice areas ([]). I had maximum four official/unofficial supervisors for quite some time. [One agency's] supervisors are based in HQ or regional centre, which makes me feel difficult to keep close communication."

"Insufficient supervision for [TOR related] issues and assignment of time-intensive tasks, which do not correspond with my TOR ([]). I am assigned two supervisors, which sometimes creates confusion with respect to responsibilities. Lack of involvement in decision taking processes."

"My supervisor left [] and the selection process for its replacement is not completed yet. The person in charge of the supervision can only dedicate 50% of its time to our programme. I have to recognize that the will and the capacity to do the best supervision is there but there is just not enough time."

"Had a great supervisor when I arrived at the duty station and for the first 6 months of the assignment. I learned a lot and had interesting and challenging tasks. It was very busy, but all fun. [...] I have learned how to get things done in difficult circumstances. I am also slowly starting to see the importance of keeping some sort of work-life balance as a personal buffer to changing circumstances at the work-place."

"My supervisor does not have much time to supervise me. There is a lack of training in specific issues (POPP, ATlas, etc), they give you a briefing at the beginning but it is not enough to carry on your duties. The POPP training in NY did not cover these issues properly, did only an overview..."

"Very often supervisors are confronted with heavy workloads and have to supervise several people which makes it difficult for them to allocate sufficient time for each supervisee."

"I have recently changed departments among other reasons due to my dissatisfaction and disagreements with my previous supervisor. Some of the problems I encountered were the following: My tasks were never completely clear and kept changing through time with no clear direction. Expected outcomes of my work were also not clear and I was not offered real supervision and constructive feedback. Instead feedback was usually negative and vague, never concrete. I was rarely involved in strategic or global discussions. We never had group meetings to discuss goals, difficulties and directions."

"The quality of supervision has improved from poor to excellent over since I started []. This has to do with staff changes in my team..."

"It took some months to get a supervisor but everything went well and after getting a supervisor work got a bit easier and more structured."

"Poor substantive and concrete guidance."

"Lack of substantive understanding of my working area of my supervisor and lack of enthusiasm & pro-activeness of supervisor."

"My different managers have different ideas of how things should be dealt with, how processes function, which priorities to make etc. It is time consuming and stressful."

"Initially I had 2 supervisors, [] but in practice neither of them had time to supervise me so, my colleague here, [] was assigned as my supervisor. She is a very good professional but does not have a long experience at the UN and has never before performed this task."

"sometimes there is a tendency to bend rules. Hard to convince senior officials on what I believe right based on rules and regulations."

"no supervision from head of unit. Supervision from Senior management though"

"Supervisors not supervising systematically, but only tasking 'urgent' issues to be done in 1-2 days"

"Upon arrival my supervisor was [an international staff]. This changed after 1-2 months, and now it is [] is a national. This has implications. Generally, my supervisor gives me a lot of space to take initiative and suggest decisions and direction, but the supervisor does not have skills in my area of work so there really is very little if any professional supervision and guidance. However, the fact that the supervisor is a national and has been with the agency for some time is useful in discussions about the work, and how to work with colleagues and what to expect."

"Not interest on behalf of my first supervisor. Only support received from the second supervisor, who also provides guidance on the development and implementation of TORs."

"Like mentioned before, there was no "official welcome" or introduction in the beginning that would have helped me establish contact and get to know all colleagues in different teams we work with daily. Overall, our team has worked under great pressure and work load, and there has not been regular supervision sessions per se or even staff meetings. The daily work has often been very "ad hoc" in nature. Once, when trying to express to my supervisor a concern with regards to the workload, I was told that []. I feel that the best support I have gained has come from other colleagues in our team. As months have passed, though, I feel I have been able to develop a better communication with my supervisor and would now also

feel more empowered to communicate to my supervisor any concerns and issues. My supervisor has also been open to my suggestions/requests with regards to using DTTA for trainings.”

“Lack of supervision and follow up on my functions.”

“Very good direct supervisor but levels of hierarchy/authority very steep”

“I have no supervision! My supervisor is too busy with his own work and/or unwilling/unable to supervise me. I don't think he ever wanted to become my supervisor in the first place. It has been very difficult for me to find a way how I can contribute to the work of our office as I do not know what everyone else is doing and how I could help. No-one seems to have taken responsibility over helping me. I haven't had much to do so far. I have offered my help and I am always willing to participate in various meetings. I have not had any area of responsibility until now.”

“I have found open-door supervision, in which I find support and counselling when I need it and at the same time I find space enough for develop my professional skills and decision-making authority and responsibility.”

“My initial supervisor was too busy and handed me over to another manager, who proved to be an excellent supervisor. He has since left, but the manager of the programme I work on, who is my new supervisor, is also very good, albeit less inclined to stick her head out for her staff than my previous one.”

“The overall problem is that my supervisor is the head of the office and therefore does not really have time to supervise me. I am therefore mostly working without supervision but can push and get advice etc. if I am really in need of it.”

“Supervision in my case is generally lacking. Being very independent in essence I don't mind. However, it shows a clear lack of interest from my supervisor in terms of coaching, mentoring and training me which is find disturbing as it is supposed to be one of the pillars of this programme. It just appears that there is a total lack of concern as to whether I would have learned anything within my two years or acquired additional skills from the moment the department gets a free member of staff to fill in the gaps.”

“She is overworked, and therefore has little time. When she does have time, she is great. There is also a lot of back and forth- I'm not sure what I'm responsible for and my level of decision-making, seems when I make decisions, then I wasn't supposed to, and when I wait to discuss, I should have made the decision.”

“I keep finding examples all over again where I have not been told some things that relate to my field and my duties. Sometimes I am told way too late after somebody else has failed to do that task because it does not belong to that person but to me. This very reactive manner of working does not make it easy to succeed in your work.”

“Supervision from my second level supervisor has been good and he is trying to change my assignment to further use my skills and develop them. However, supervision from my first level supervisor has been non existent. After having moved duty station I feel like I have not learnt anything new.”

“No systematic supervision is provided. All is learning by doing. No proper initial orientation (but also a problem for other new staff). This year a new supervisor assigned due to reorganization.”

“I have not got an assigned supervisor.”

“I would have loved one of my supervisors to delegate more and say no to more. We can often control demand by prioritising requests and opportunities for collaboration with other offices and units, strictly seeing what is on our work plan, and this is not always done. However, it has been great learning for me as to how I would like to do things differently when I go into leadership positions.”

“This is all about my second assignment and supervisor - in the first one things were really bad, but now it seems more relevant to talk about the new assignment. Even though things are much better now, my new supervisor is hardly ever in the office, which is why we only changed my TOR after I was already working for him and only fixed my yearly results [very late]. The approach of supervision is still pretty top-down at times, even though with more freedom and authority delegated to me. Instead of asking why something is done in a certain way, he would rather assume the negative and basically blame people for things that were out of reach - and that often in front of other people copied in emails, which is very demotivating and frustrating.”

“I am very satisfied with my supervisor's guidance.”

“Difference in expectations. I haven't had any clear guidance on what my tasks are going to be”

“Lack of willingness to transfer responsibilities, lack of openness to change, lack of team spirit and culture of information sharing, language barrier.”

“Too little time to invest in this area from the Rep. Lack of understanding from my direct supervisor.”

"Lack of delegation of duties...until a few months ago.. Too little time to supervise due to heavy workload of the supervisor."

"new supervisor who also just joined. Currently we are both acclimating."

"It is difficult to get guidance with regard to policy issues by middle management. The only way is to be very proactive and sometimes go directly to the top manager. My experience is that this post is not for a JPO that just come out of few years of working experience- I have managed well as I have so many years to lean back on (6 years before the JPO post) and know what I am capable of. It is also a post that demands that you have a lot of patience and that you manage stress as many tasks come ad hoc and without preparation. It is a great experience but demands hard skin and that you are able to make own decisions sometimes without guidance and only by your own common sense."

"Supervision is not just monitoring of the assigned tasks but implies for me that opportunities are being created for additional/new tasks, training and other learning opportunities; I sometimes do have the feeling that I have to lobby hard in order to participate in a workshop/training, support mission, etc.; supervision also requires guidance and inter-action which is not always the case."

"sometimes a more detailed feedback is needed"

"there is too little time for supervision"

"Supervisor is approachable and supportive. [...]"

"As my contract is with UNDP, on loan to [another agency], I have not receive a clear attention from the supervisors. Due to this reason, I also had some problems regarding the official email address. I think my supervisors don't know clearly what is my mission or my tasks here, or my potential. The information is not easily shared."

"During the first [] months I had no clear supervision/guidance in the learning process at work but since then the situation has improved substantially. However during these [] months my duties have been focused mainly in administrative support to the projects and finance supervision, and that's the reason I have marked "dissatisfied" with my assignment."

"Supervision is only available on an ad hoc basis, on demand. There is no regular accompanying of my daily work. I am responsible for too many things with too little guidance."

"Only recently my supervisor has started some sort of communication with me."

"although I would have welcomed it, there was no mentoring and hardly any supervision."

"Continuos discussion with supervisor about the inquiries presented Feedback from the legal inquiries we sent or in case we need more support from our supervisor, he copy us for the final decisions."

"the hierarchy among colleagues our unit [] has never been clarified, even after my (insistent) request to the supervisor. This brought to some inter-personal conflicts and lack of healthy collaboration among some colleagues of the unit."

"My superior is a senior NPO and he was not fully acquainted of my recruitment, he's trying to give me tasks from time to time but haven't spent any quality supervisory time together to discuss my work plan or responsibilities. I have to grab information from him on what to do and how he can utilize my expertise in the ongoing projects, I am trying to convey the message that I am a resource for the office and they should delegate some responsibilities to me. After two months I managed to develop a work plan which is built on the advertised ToR for my position, personally I consider if the supervisor was well acquainted from the beginning he would have considered me in his team composition from the start."

"No supervision, no discussions about RCA, no briefings about expectations nor TOR"

"I would say that I have my scope of work and when there is a PER i get feedback. Unfortunately I don't have much of a glimpse of other areas in the office []-...."

"I have a great direct supervisor [] and very good supervision from the Country Coordinator as well. They involve me in all kinds of tasks. I think it helps that my supervisor also started as a JPO many years ago and she puts emphasis on learning and that this assignment is an opportunity for me - not only "free labour" for the organisation."

"there was not supervision at all, from the beginning my supervisor told me that since I was a JPO I could not do certain task that were essentials for the position,"

"Most of the first year I had two supervisors and it was a challenge to balance the expectations of both of them"

"There was a considerable issue in our office resulting from the fact that our team increased in size []. The role and job satisfaction of the supervisor was jeopardized when a new staff member entered our office and took over many of her responsibilities (and the management didn't brief anyone on this in advance), there was friction as a result and perhaps management got involved in the situation too late."

"Depending on supervision from Regional Office, communication is even more important and there has been a lack of it."

"There was no clear guidance from the supervisor on how to proceed and where to focus, guidance changed all the time. Supervision was mostly micromanagement of technical tasks that should have been under my authority Hence the supervisor had problems of her own, leaving less time for supervision of others, where she is normally capable of this."

"My assignment changed a lot when I managed to be placed in my new unit, including having a new supervisor. I am glad I managed to get the change done, but the way the problem was managed by my initial supervisor was not helpful at all. My new supervisor is completely different, and I am now satisfied with our rapport. Workload I have makes it pretty difficult to plan and fulfil my training plan. I would appreciate more follow up from the JPOSC to this regard."

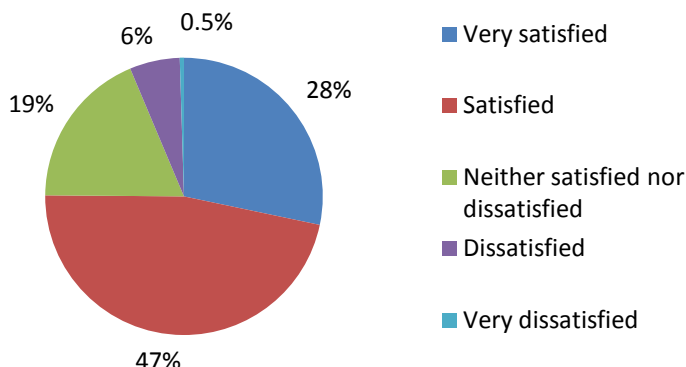
"* Initially no discussion has been made regarding my contributions in the office. The ToR changed without consultation and notification * Least involved in activities but the second change in the management resulted positive"

"I don't have regular supervision, but work issues are at times discussed ad hoc"

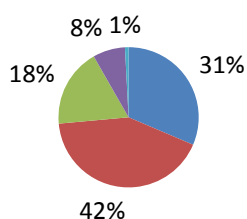
"On my first year I basically had no supervision. On my second year I have had a good supervisor but on my third year I will again have little supervision."

"Team leader shows lack of interest and lack of managerial skills."

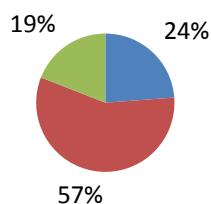
2.7 How satisfied are you with the support you receive from your colleagues?



UNDP & affiliated



UNFPA



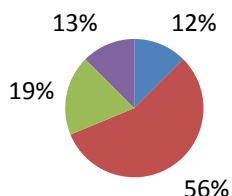
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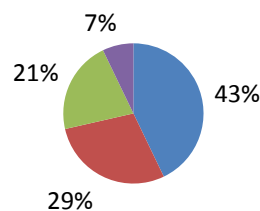
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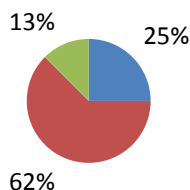
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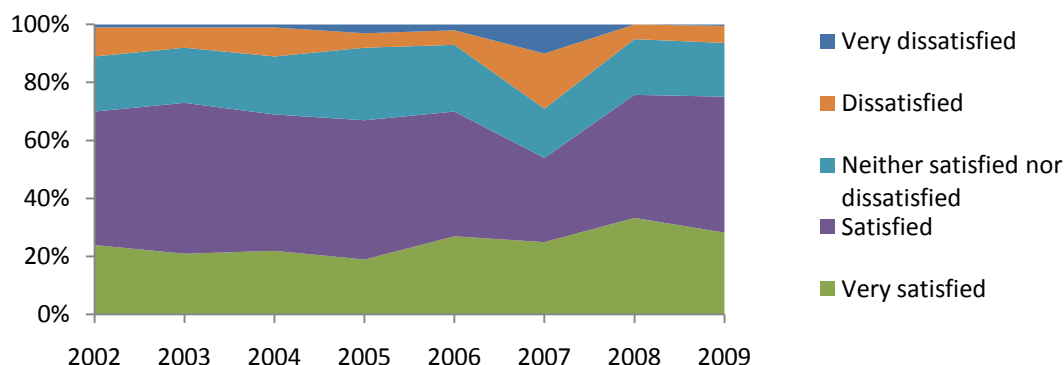
UNAIDS



UNRWA



Comparison of global results from 2002 to 2009



2.8 Further comments on your assignment:

“My assignment has changed []. This is a very big technical difference considering that ToRs have not been changed to reflect this”

“The choices available for me to focus my tasks were limited by the situation in the office. The office was not running well, which compromised planning and implementation of everything. Also the office working environment was at time very poor.”

“The end of the year saw the frictions that had arisen during the year being resolved. The assignment itself has been very rewarding and I feel privileged to have been chosen for the assignment.”

“my unit was composed by my supervisor and me, and there were not a real joint work with other units so it was quite difficult”

“My colleagues, except my supervisor, are all local and they are a great team. My supervisor is a very nice person but a nervous leader. I am used to running projects in all sorts of situations and sometimes feel like i am micro managed. However, the job is interesting, fun and i thoroughly enjoy it!”

“As a [different agency] JPO I am administered by UNDP DHR, yet [my agency’s] office are not fully aware of my assignment functions such as the periodical assessments that I need to conduct, annual leave and other operational issues. I had to provide them with all the information and share some of my documents (e.g letter of assignment, letter of appointment) which I believe they should be familiar with all this since JPO positions are requested by the CO from the start.”

"The administrative personnel have been very helpful in order to settle in the country."

"It is neither a very social office or an office where people support each other."

"Until now my duties have been very administrative but I hope during 2010 I will have the chance to move to more programmatic ones."

"Without some colleagues I would have been very lost with regard to the administrative matters (finding housing, transport etc) and then I would not have been able to perform work wise. The JPO post in my case has been a great experience but very demanding and you have to have a positive attitude to challenges as they are many. To make full use of the support of your colleagues it is very important to be humble and understand the national context. If you go in with an open mind it has a lot to give and you will experience great things."

"I feel my work load is still too low though, for my compensation, salary and other benefits."

"My fellow colleagues have helped me a lot mentoring me and helping me at all times."

"2.7 refers to almost all colleagues I collaborate with worldwide, except the 1 support staff [] who actually is [] very reluctant to do this part of her job (ad interim). The behaviour is sometimes even impertinent."

"One colleague withdrew almost entirely from the team [], leaving all other tasks to the rest of the team. This added a huge burden to some of the others in the team. Also a great learning experience on what I would not do or what I would not like to see in my team, should I be a supervisor in such a situation."

"Unfortunately there is no direction given to the support I am supposed to provide. I therefore work entirely self driven and with little effect for others."

"All programme and operations level colleagues have been supportive and helpful."

"[] I feel sometimes that I might need to do more something, but then again that is difficult to know when I am not told everything I should know. I am expecting the situation to change as a NPO will soon be recruited to work with me on the same field. I guess this national and more experienced person will be told everything, and it is easier for us to succeed. Then I can most likely be more useful and productive."

"Although there are definitely some excellent and helpful colleagues, overall, they have each developed their own coping mechanisms, there isn't a lot of sharing of information nor of "thinking outside the box" to solve problems. So problems persist, and people who bring up solutions are perceived as "rocking the boat". We've had a serious [IT problem], but no one will bring it up in staff meetings or out in the open. And Senior Management is often either not willing to either, or isn't aware since their issues are somehow always "solved on the spot", and other staff do not tell them that the rest of us are still suffering. It's a cultural hierarchy thing."

"My tasks and responsibilities have changed a lot, []. I have sometimes been involved in the change of tasks but often I have been used to fill holes in the office - which is good because I have gotten to learn a lot and been involved in many things but which also means that I have few things that are 'my own' area of work."

"The lack of supervision/guidance in the beginning has been hard. I find that my colleagues are too busy with their own things and they do not know how to delegate work to me. I have heard of other UN staff members having the same problem. I have started the new year with a positive attitude and I will try to get involved in the work of our office, but it's hard."

"I have been reassigned to a new duty station after my first year as a JPO:"

"In those areas where the persons shows capacity, knowledge and experience, it would be desirable to have some more space for decision making"

"Good support received by other unit colleagues."

"Some colleagues give great support and are very collaborative, while others are much less so - which is to be expected I suppose."

"I am on my first [] months after a change in Duty Station. The first [] years (in my previous duty station) I was very unhappy with the lack of stimulating work and a work load that as too low, and that I felt was using my skills sub-optimally. After I changed duty station I have much more stimulating work, more input and more to do, good supervision and access to supervisor"

"colleagues were always too busy to give any kind of support"

"My colleagues are very good, and it is a shame to see that we all get stressed out and have so little time to communicate well because of management issues."

"Some colleagues are very supportive and willing to help but unfortunately in quite a many cases (if not most) people are not interested in working together or helping one another. This might be due to lack of time or personal interests."

"Having worked one year now in this position, and thinking of my [previous] working experience beforehand, I feel that I am not fully working there where my strength and experience is. This has to do I think with the fact that in the first year I had to get used to the language, country problematic and UN system. I think it will be better this year. I also had to get used to the leadership style of my supervisor, who sincerely isn't so good in management. So I have to be more pro-active."

"The fact that there are many JPO colleagues at CO helped a lot."

"The Office is Ok and has a good work environment. I expect to improve my situation this year because the office has been through many changes that have affected the organization of the work in general."

"Relevant training by supervisor would be desirable"

"All kinds of work fall randomly which distracts planned duties. Most tasks are said to be urgent which makes it difficult to prioritize."

"Professionally, the support from colleagues is zero but on a personal level, it is ok."

"I have been very satisfied with my posting since I was able to start the assignment for which I originally came for 6 month before"

"none"

"As I was reassigned [a few] months ago, it is difficult to answer sometimes as I have to merge 2 different experiences of 2 duty stations"

"I am in my third year as JPO and was reassigned over three months ago to the position I am referring to in the questionnaire."

"My supervisor recognises that I should be able to take on a more leadership role, that I could even coordinate the team I am working within, but because of various office issue cannot formalize this process. In practice I end up having to review everything my team produces getting little credit for it, but getting discredit if I don't find the time to review something."

"I feel I have not been supported in terms of [motherhood]. I am not happy how UNDP and WHO handled this issue."

"I like the people, but UNDP seems to have great problems in knowledge management."

"The support and integration with my colleagues have changed considerably over the last 42 month. It has taken time to be accepted and hence be allowed to contribute."

"In my case, I think that a better assessment of the JPO' requests made by duty station and relatives UN agency's and a deeper analysis of the TOR and of the objectives proposed for the JPO assignment, should have been done."

"As a Programme Analyst [in a field] first and now [in a different one], the support from programme colleagues is very important so some of them are not committed"

"I value my task and work. Yet, I have an average work load of 10hours per day, often 11, sometimes even 12. I get assigned without being asked. While the work I do is interesting and I learn a lot, since a long time I feel overwhelmed, []."

"I do not think it is appropriate to make a JPO to work in a [higher] position for such a long time I did [] on top of my own tasks! I have received no compensation of formal acknowledgement (except in the PER) for this period, which entailed an absolutely crazy workload. The fact that due to my previous experience I was able to manage the situation does not mean that it should not be acknowledged as an additional task and responsibility."