



OFFICE OF  
HUMAN RESOURCES  
BUREAU  
OF MANAGEMENT

# **Workforce Analysis Report**

## **UNDP National Officers**

May 2006

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## 1.0. Executive Summary

A diverse group of 7020 UNDP staff members worldwide is responsible for ensuring UNDP delivers on its mission and programmes through a network of 179 COs, four Sub-Regional Resources Facilities (SURFs), five Regional Centers, and its New York-based headquarters. National Officers, who as of March 2006 number at 944, account for 13 percent of the organization's total workforce. Together with the other 3964 locally recruited staff members, NOs are widely recognized as the backbone of UNDP's on-the-ground operations.

The report's findings call for specific measures aimed at enhancing the capacity of NOs and addressing the challenges they are facing.

The following is a list of the proposed measures.

- I. Align the National Career Management Staff Policy with the report's findings by:
  - ⇒ Defining and acknowledging the NO role as well as identifying career development opportunities;
  - ⇒ Revising the NO generic job description by taking into consideration corporate priorities;
  - ⇒ Providing guidance and support to NO career development
- II. Build NO capacity with a focus on management skills and OM certification
- III. Enhance the professional capacity of Country Office operations (e.g. encourage NOBs - as the largest grade category - to move into the operations stream by equipping them with the relevant skills)
- IV. Enhance career development guidance by senior management and HR personnel
- V. Promote the use of the Practice Experience Map (PEM) as a staff development tool.

### Fast Facts

- As of March 2006, NOs account for 13% (944) of UNDP's workforce, 19% of UNDP's locally recruited staff, and 27% of UNDP's professional workforce.
- The NO pool comprises four grades from NOA to NOD. The Asia-Pacific and Eastern Europe & Commonwealth of Independent States regions have the largest number of NOAs. Africa has the largest numbers of NOBs, NOCs and NODs. The NOB cohort is the largest, comprised of 385 staff members.
- The NO gender ratio is 56% male and 44% female.
- NOs are relatively young, 40% of them are between 36 and 45 years old and only 6% are older than 56.
- 67% of the NOs who responded to a National Officers Survey conducted in September 2005, have a Master's level of education and 10% hold doctorate degrees.
- Prior to working for UNDP, the majority of the NO Survey respondents indicated that they worked in Government (31%) and the private sector (25%).
- When identifying their area of expertise in the UNDP Practices, 71% of the Survey respondents identified Management as one of their primary areas of expertise, followed by Poverty Reduction (55%), Democratic Governance (55%) and Energy & Environment (54%).
- The number of Operation Managers (OMs) in the NO pool is small (16%). Of these, only 8% indicated that they have relevant professional certification for the OM functions they perform (e.g., Certified Public Accountant, Chartered Financial Analyst). Most OMs are at the NOC (43%) and NOB (36%) levels. Forty-five percent of OMs are within the 46-55 age group. Sixty-one percent of the OMs are men.
- The survey revealed that 86% of NOs are interested in an international career with UNDP. Seventy-one percent would like to work with other United Nations or other development agencies outside their countries. A high proportion of respondents (88%) indicated they would like to undertake short term assignments outside their countries.

## 2.0. Introduction

The Workforce Analysis Report on NOs is the first produced by the Office of Human Resources (OHR) to focus on this important talent pool. It provides an overview of their demographic and functional characteristics as well as sheds light on their interests and career aspirations.

UNDP works in challenging environments, implementing programmes in a number of emergency and post-emergency situations, helping to build capacity and share knowledge with local governmental and nongovernmental partners. In this light, OHR recognizes the important role played by NOs; yet little is known about them. UNDP is concerned with:

- Ensuring that it has the most qualified and professional workforce;
- Creating an enabling work environment;
- Providing opportunities for professional development;
- Retaining talent.

This report – part of OHR's focus on workforce analysis and human capital assessment<sup>1</sup> – examines skill sets, work areas, career and professional development aspirations of NOs. As with previously published reports, this document provides information to assist line managers in more effectively exercising their people management responsibilities; raise awareness amongst senior managers of key workforce facts and trends; promote better planning and strategic deployment of UNDP staff; provide important baseline data to encourage and advocate fact-based management practices in the organization; and highlight the impact of UNDP Human Resources policies focused on NOs, with a view to strengthening such policies.

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<sup>1</sup> The first issue was produced in February 2005, the second in July 2005 and the third in December 2005. ([UNDP HR Workforce Report, July 2005](#), [UNDP HR Workforce Report, February 2005](#), [UNDP HR Workforce Report, December 2005](#))

### 3.0. Methodology

The following sources of information were used to produce this report:

1. An analysis of demographic and post profile data of 944 NOs in UNDP
2. A web-based NO Survey conducted in September-October 2005. The survey, which was emailed to all NOs, included 31 questions (Annex II) focusing on work experience, skills, functions, career aspirations, learning opportunities and support to career development
3. A review of results of the Global Staff Survey Results from 2000 to 2004 focusing on findings with regard to NOs as well as career advancement opportunities, communication and fair implementation of HR policies, recognition of good performance, and job satisfaction
4. A review of country office performance data for 2004 (from Atlas and Landscape tool)
5. Change management consultations with the Management Consulting Team (MCT) team
6. Consultations with HR Business Advisors
7. Consultations with two focus groups – one consisting of 9 current NOs selected by the regional bureaus to participate and another group of 15 former NOs who have become international staff members.

The data analysis was completed between September and October 2005. The survey was designed in a participatory manner, with the involvement of the focus groups and was open to all 907 NOs serving in country offices during that period. The response rate was 61% (556 respondents).

It is important to note that the sources of the demographic data presented in this report come from:

- UNDP ATLAS and Integrated Management Information System (IMIS) for graphs 1 to 11
- NO Survey for graphs 12 to 24

## 4.0. Background

### 4. 1. National Officers Post Creation

UNDP introduced the NO function in 1980<sup>2</sup> with the understanding that national professionals would carry out field office functions that required national knowledge and experience. Hence Nationals – by definition, nationals of the country where they serve – are recruited locally and not subject to assignment, within that function, to any duty station outside their own country.

The number of NOs has steadily increased despite the regular budget reductions and the Country Office re-profiling undertaken over the period 2001-2003. The table below illustrates the growth observed in selected countries<sup>3</sup> from the five regions where UNDP operates.

**Table 1 - Illustration of NO Pool Growth in Selected Country Offices**

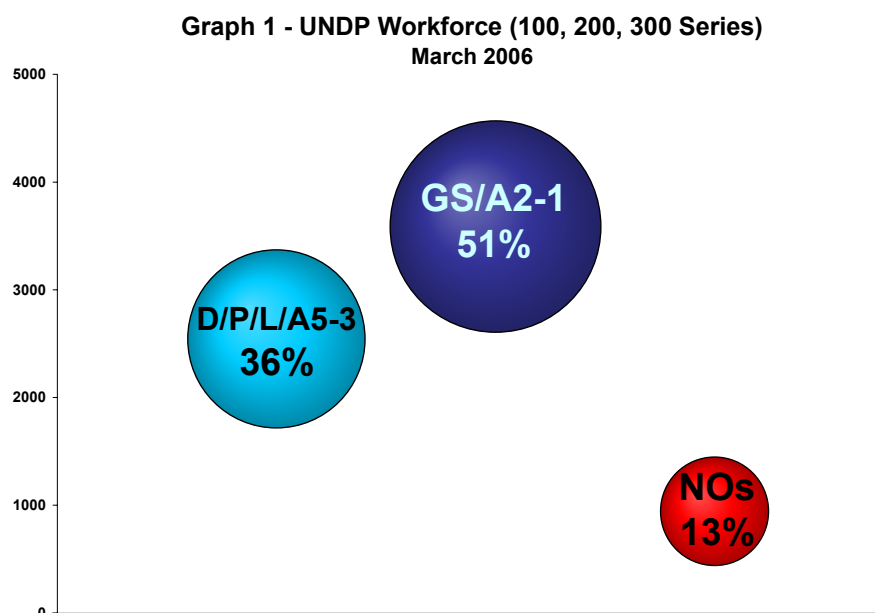
	2000		2004		2005	
	Male	Female	Male	Female	Male	Female
<b>NOA</b>	27	9	16	9	29	21
<b>NOB</b>	30	18	43	25	44	32
<b>NOC</b>	11	13	17	10	30	12
<b>NOD</b>	0	1	1	4	4	5
<b>Total</b>	<b>109</b>		<b>125</b>		<b>177</b>	

<sup>2</sup> ICSC compendium (section 2.1.110) on National Professional Officers <http://icsc.un.org/>

<sup>3</sup> RBAP: Fiji and Bangladesh , RBAS: Algeria and Tunisia, RBA: Benin and Central African Rep., RBLAC: Colombia and Cuba, RBEC: Tajikistan and Kyrgyzstan

## 4.2. National Officers in UNDP

As of March 2006, NOs account for 13% of UNDP's total workforce (7020), 19% of UNDP's nationally recruited staff members (4908) and 27% of UNDP's professional workforce (3487 nationally and internationally recruited professionals holding 100, 200 and 300 series contracts).



## 4.3. The Role of the National Officer in UNDP

The role of the NO in UNDP is based on standards defined by the International Civil Service Commission (ICSC) as well as on the work to be carried out, critical competencies required for the post and their measures of success. NO posts fall into two categories: Programme and Operations.

Tables 2 and 3 below outline the key functions of the programme and operations NOs according to the four NO grades.

**Table 2: Functions of NOs- Programme<sup>4</sup>**

Grade	Key Functions
<b>NOA</b>	Perform sectoral analysis for programme development; convene meetings such as TPRs, LPACs; visit project sites; maintain an effective network of communication with Government; monitor project expenditures and budgets; monitor project implementation; clear requests for payments.
<b>NOB</b>	Implement programme strategies; manage the CO programme; create strategic partnerships and implement resource mobilization strategy; provide top quality policy advice services to the Government and facilitate knowledge building and

<sup>4</sup> See Generic Job Descriptions of NOs, UNDP Change Management Toolkit  
<http://stone.undp.org/system2/managingchange/>

	management.
<b>NOC</b>	Ensure strategic direction of UNDP; manage the CO programme and supervise the programme team; forge strategic partnerships and support resource mobilization; provide top quality policy advice services to the Government and facilitate knowledge building and management.
<b>NOD</b>	Be the principal knowledge advisor and manager of the CO's advocacy, partner facilitation, programme development and result-based management of programmes and projects. Guide the assessment of economic, social and political trends and the identification of technical assistance needs and priorities. Liaison with Government counterparts on issues related to programme formulation and execution.

**Table 3: Functions of NOs- Operations<sup>5</sup>**

<b>Grade</b>	<b>Key Functions</b>
<b>NOA</b>	This grade is not available. These operations functions are undertaken by Associates who are in the General Services category.
<b>NOB</b>	<p><b>Human Resources Analyst:</b> Implement HR strategies and policies; carry out effective HR management staff performance management and career development; conduct UN-related surveys and facilitate knowledge building and knowledge sharing.</p> <p><b>Finance Analyst:</b> Implement operations strategies; manage budget of projects and organize the cost-recovery system; control CO accounts; control CO cash management; facilitate knowledge building and sharing.</p> <p><b>Procurement Analyst:</b> Elaborate and implement operational strategies; manage procurement processes; introduce and implement sourcing strategy and e-procurement tools; control CO assets and logistical services; facilitate knowledge building and knowledge sharing.</p>
<b>NOC</b>	Ensure strategic direction of operations; manage financial resources and supervise the Finance Team; manage human resources; supervise the HR Team; ensure efficient procurement and logistical services; supervise the Procurement Team; manage information and communication and supervise ICT Team; manage and organize common services; establish partnerships with other UN Agencies.
<b>NOD</b>	Ensure strategic direction of operations; manage financial resources and supervise the Finance Team; manage human resources; supervise the HR Team; ensure efficient procurement and logistical services; supervise the Procurement Team; manage information and communication and supervise ICT Team; manage and organize common services; establish partnerships with other UN Agencies.

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<sup>5</sup> See above, at 4

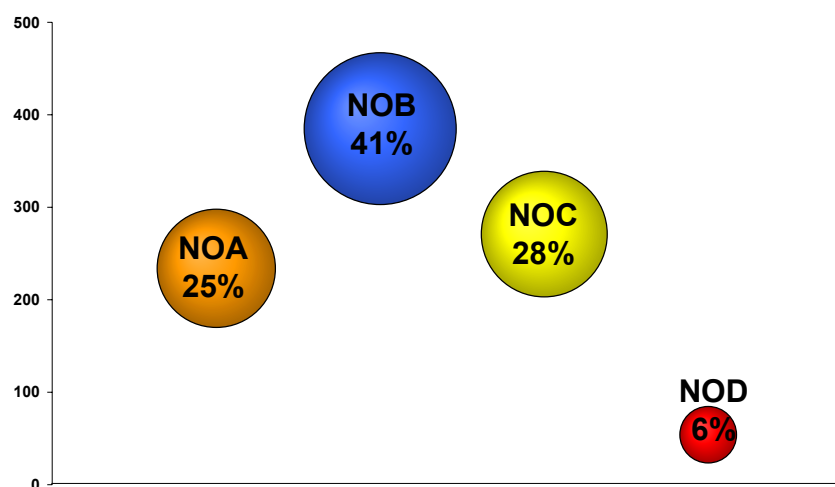


## 5.0. Overview of the National Officer Pool in UNDP

### 5.1. Grade

The NO pool is comprised of four grades from NOA to NOD. The largest number of NOs (385) is NOBs. The NOA, NOC and NOD groups have respectively 234, 271 and 54 staff members.

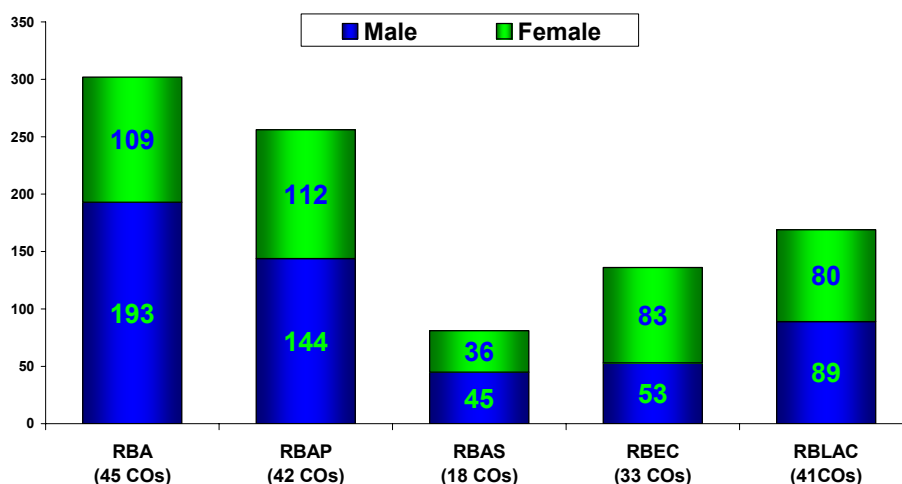
**Graph 2 - UNDP NOs - Grade Distribution**  
March 2006



### 5.2. Regional Distribution

As of March 2006, there were 944 NOs in 179 COs, programmes, SURFs and Regional Centers of the five regions of UNDP operations. The Africa region has the largest number of COs (45) and NOs (302). The Arab States region has the smallest number of COs (18) and NOs (81).

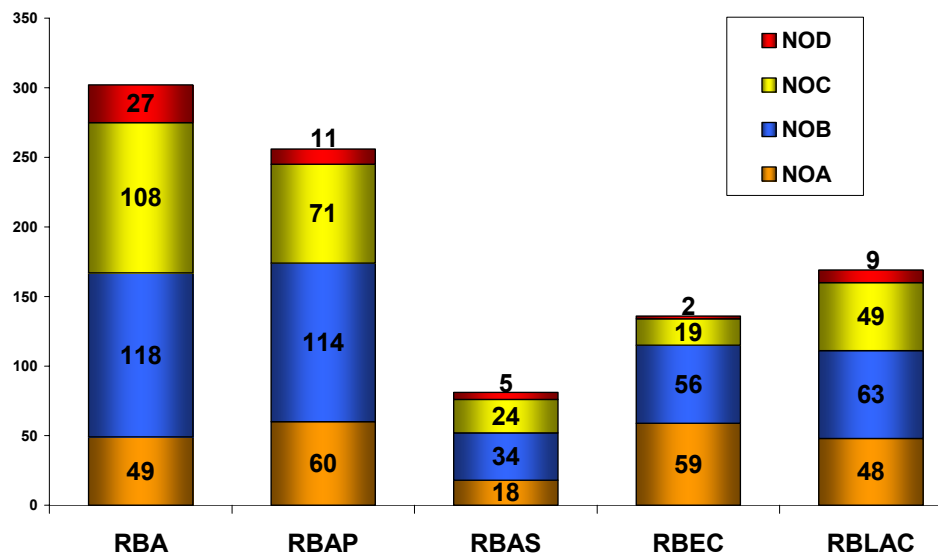
**Graph 3 - UNDP NOs - Gender & Regional Bureaux Distribution**  
March 2006



### 5.2.1. Regional Distribution by Grade

Most NOAs are in the Asia-Pacific and Eastern Europe and the CIS regions. The largest numbers of NOBs are in the Africa region, followed by Asia-Pacific. The Africa region also has the largest numbers of NOCs and NODs.

**Graph 4 - UNDP NOs - Grade & Regional Distribution**  
March 2006



NODs are the highest ranking NOs and assume strategic functions as explained in Tables 2 and 3. The jobs that are classified at this level are mostly national DRRs or ARRs in large offices or in countries in special development situations, specialists in particular fields of work (e.g. business development) who originate new tools, products and who create opportunities for expanding and developing new client relationships

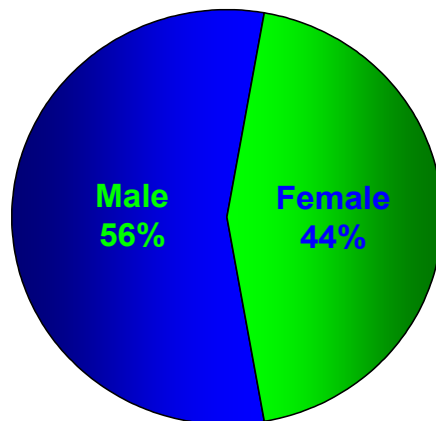
The following are some fast facts about this category.

- Of the 54 NODs, 27 are from Western, Eastern, and Southern Africa subregions
- Two NODs are between 31 and 35 years old, and work in Senegal and Mozambique One is an Audit Specialist and the other is an Economics Analyst
- Five NODs are Deputy Resident Representatives. They are located in Tunisia, Programme of Assistance to the Palestinian People (PAPP), Panama, Eritrea and Poland.

### 5.3. Gender Balance

Of the 944 NOs, 56% are male and 44% are female.

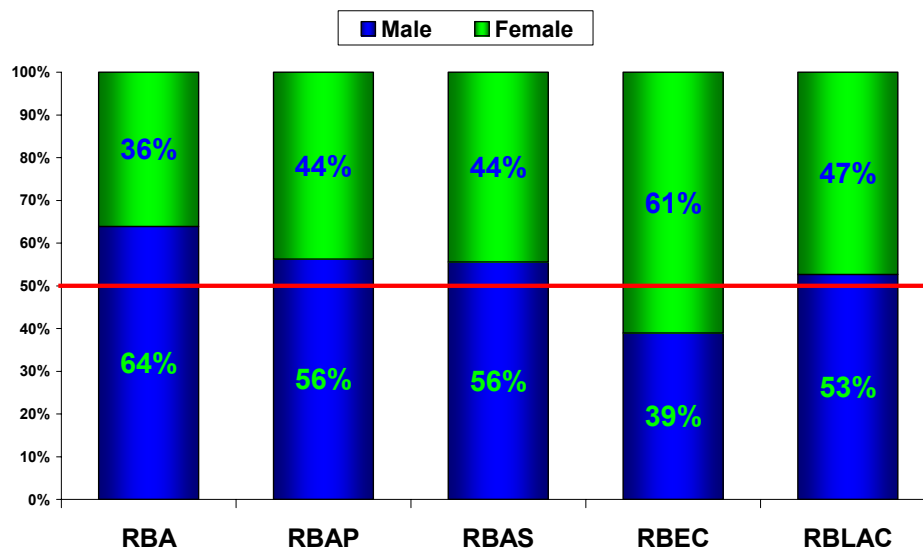
Graph 5 - UNDP NOs - Gender View  
March 2006



#### 5.3.1. Gender Distribution by Region

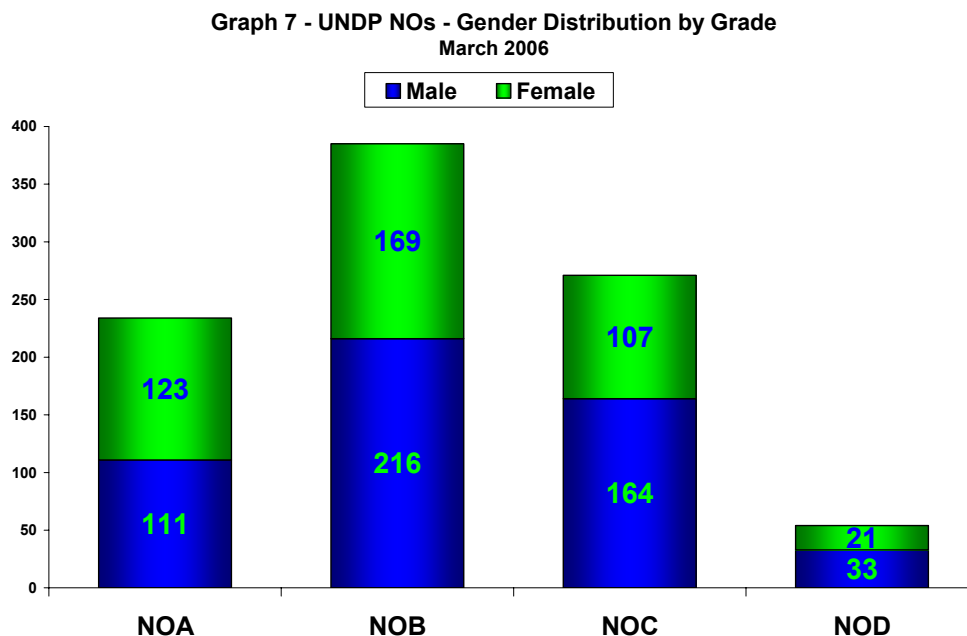
Gender distribution - as shown in graph 6 - varies amongst regions. RBLAC and RBEC lead the other Bureaux in gender balance for this pool.

Graph 6 - UNDP NOs - Regional Bureaux & Gender Distribution  
March 2006



### 5.3.2. Gender Distribution by Grade

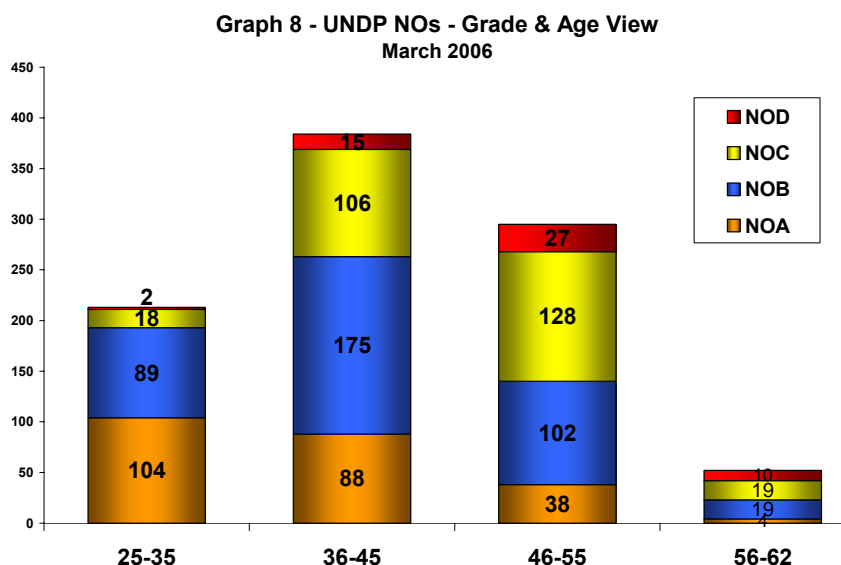
When broken down by rank, NOAs and NOBs are close to being balanced. However, men outnumber women in the NOC and NOD categories.



### 5.4. Age Profiles

UNDP's NOs are relatively young – 40% are between 36 and 45 years old, and only 6% are 56 years of age or older.

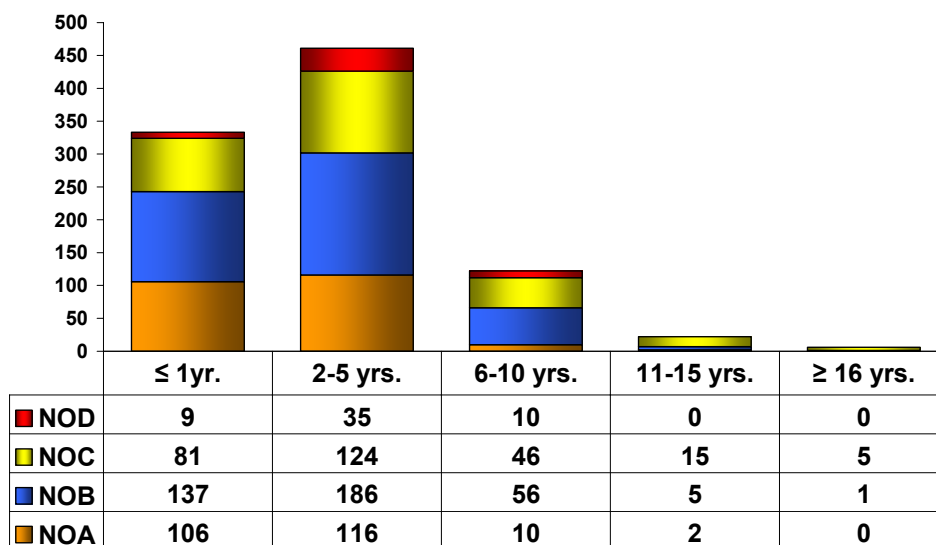
The NOA grade has the largest number of staff in the 25-35 years old age group. Most NOBs and NOCs are between 36 and 55 years old. NODs are mainly 50 or older.



## 5.5. Length of Service with UNDP

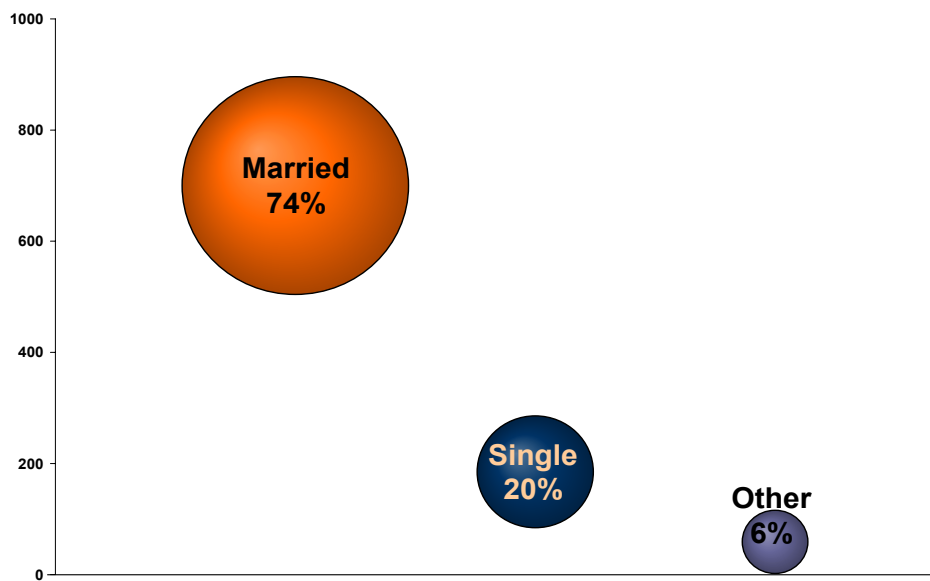
Most NOs have served between two to five years with UNDP, the majority of whom are NOBs (186), followed by NOCs (124). Those who have served between 6 to 10 years also fall predominantly in the NOB (56) and NOC (46) grades. NOCs have served the longest in UNDP – fifteen have served between 11 and 15 years and five have served for 16 years or more.

**Graph 9 - UNDP NOs - Years in Grade View**  
March 2006



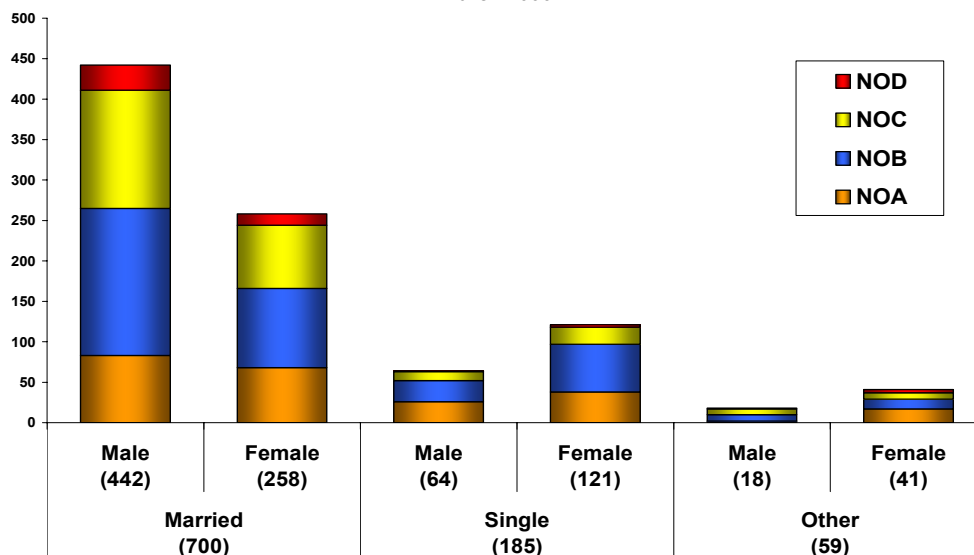
## 5.6. Marital Status

**Graph 10 - UNDP NOs - Marital Status View**  
March 2006



A high proportion of NOs (74%) are married, 20% are single, and 6% are either divorced or widowed. The highest numbers of married NOs are males in the NOB grade. There is almost an equal number of males and females who are single in the NOA grade.

**Graph 11 - UNDP NOs - Gender & Marital Status View**  
March 2006

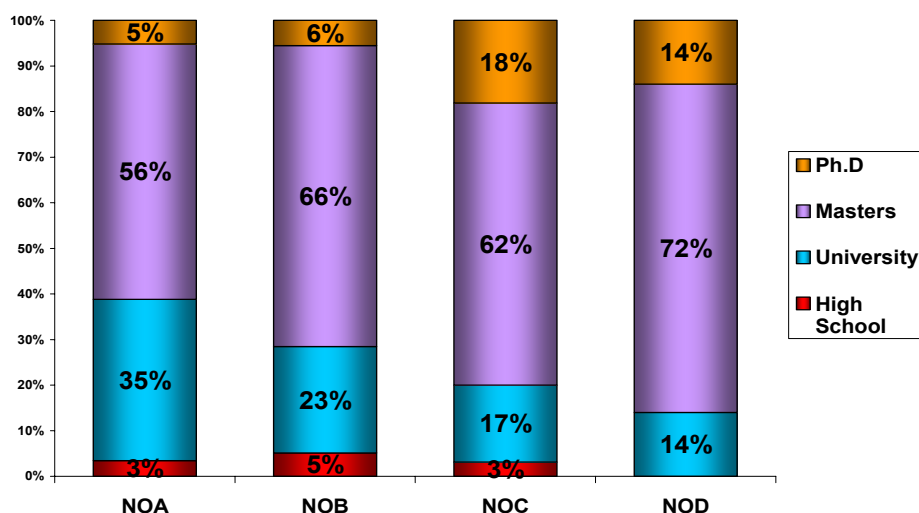


## 5.7. National Officers at Work

### 5.7.1. Education Levels

UNDP NOs are highly educated. In the NO Survey conducted by OHR during September-October 2005, most respondents indicated that they have a Master's level of education. Eighteen percent of NOCs and 14% of NODs have a doctorate degree.

**Graph 12 - UNDP NOs - Educational Level & Grade View**  
Survey Results - October 2005

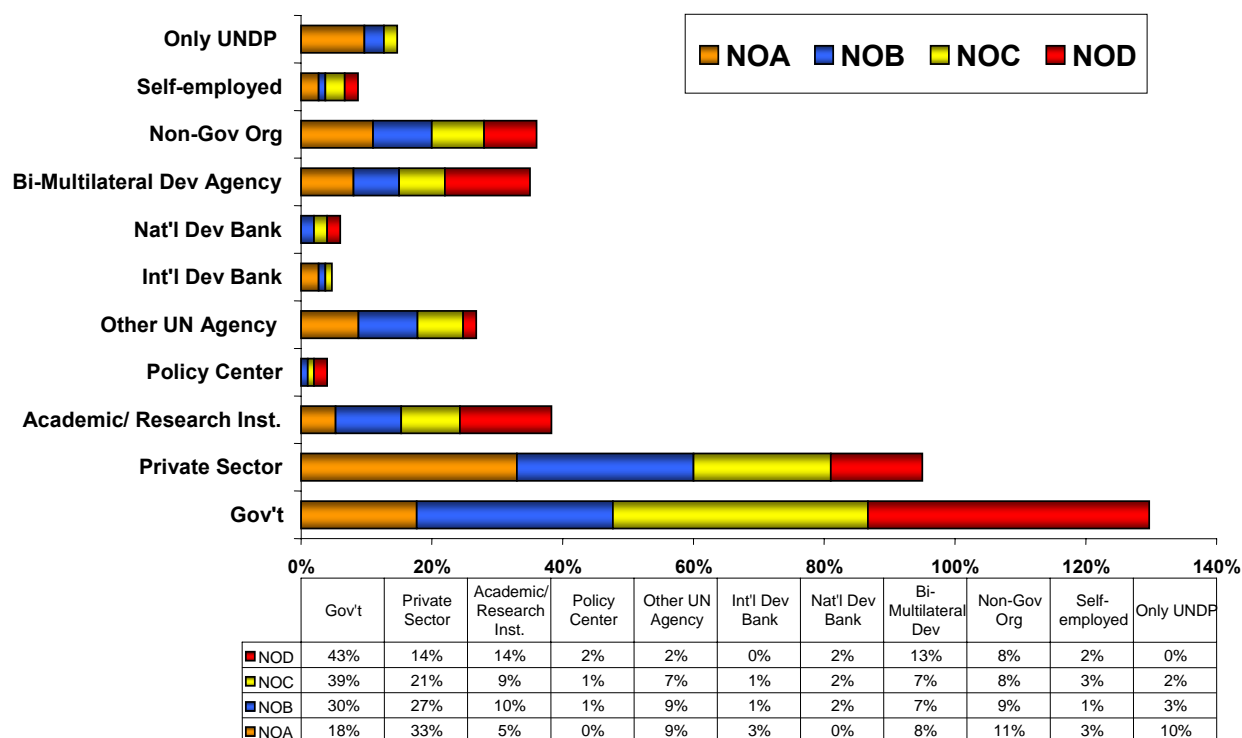


Whether located in country offices, regions or internationally, NOs are contributors to knowledge generation and sharing in and outside the organization. Survey results<sup>6</sup> indicate that 61% of NOs have written papers for conferences; 46% have authored Masters Thesis; 34% have written articles for newspapers and weekly magazines; and 14% have authored books.

### 5.7.2. Previous Work Experience

NOs bring a wealth of experience to UNDP, a consequence of their skills, competencies and varied backgrounds. Their experiences include previous work for Governments (31%), the private sector (26%), academic and research institutions (9%), other United Nations agencies (8%) and bilateral or multilateral development agencies (8%). The fact that a large number of NOs indicate that they have worked with their national governments prior to joining UNDP enhances their role in providing linkages between UNDP and national governments in enhancing national development agendas.

Graph 13 - UNDP NOs - Previous Work Experience  
Survey Results - October 2005



(Note: Most of the NOs have had different jobs before joining UNDP, which explains the cumulative numbers in the graph)

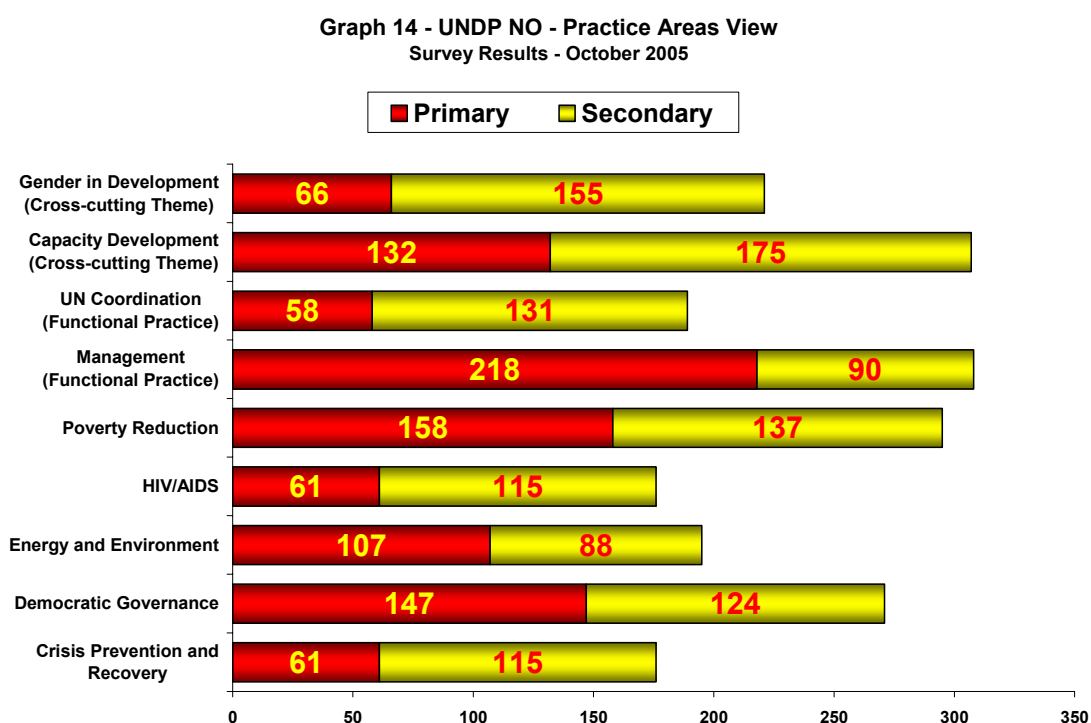
<sup>6</sup> See Annex II, Question 15

## 5.8. Functional Work areas

### 5.8.1. Practice Areas

The NO survey participants were also asked to indicate the primary and secondary Practice or cross-cutting issues<sup>7</sup> in which they work. The highest numbers of NOs (218) identified the functional Practice of Management as a primary work-area. Three development Practices, Poverty Reduction, Democratic Governance and Energy and Environment, follow with respectively 158, 147, and 107 respondents identifying them as primary areas of their work responsibilities. The remaining two development Practices, HIV/AIDS and Crisis Prevention and Recovery, appear to have a much lower level of participation with 61 NOs each.

The Capacity Development (175 NOs) and Gender in Development (155 NOs) cross-cutting issues are the highest secondary areas of the work responsibilities of NOs. They are followed closely by Poverty Reduction (137 NOs), United Nations Coordination (131 NOs) and Democratic Governance (124 NOs).



<sup>7</sup> See Annex II, questions 11

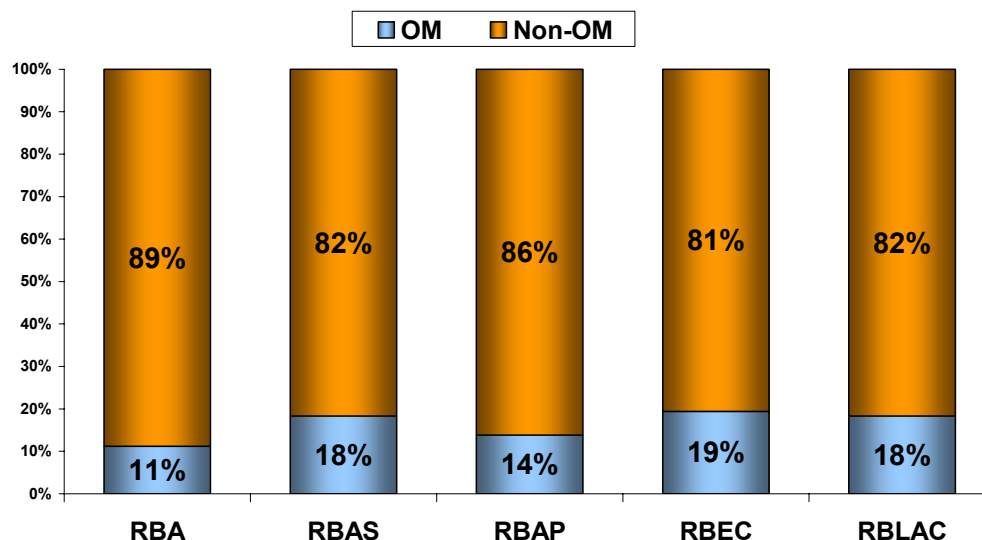


## 5.8.2. Operations Managers

The survey indicated that 16% of respondents are Operations Managers (OMs), mostly at the NOC level (42.9%), followed by NOBs (35.7%). Results also indicated that 45.2% of OMs are between 46 and 55 years old and are mostly men (60.7%).

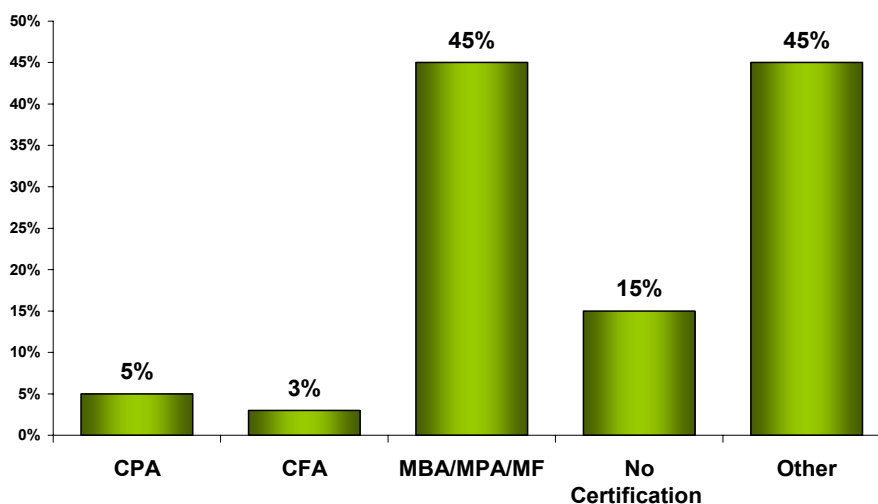
In terms of geographic distribution, 19% of OMs are in RBEC and similar percentages of 18% are in RBLAC and RBAS.

**Graph 15 - UNDP NOs - Operations Managers Regional Distribution View**  
Survey Results - October 2005



Regarding educational background, 45% of OMs surveyed indicated they have a Master's degree in Business Administration, Public Administration, or Finance. A limited number indicate they are Certified Public and, or Management Accountants (5%) or Chartered Financial Analysts (3%). The educational backgrounds of the rest are in varied fields such as information technology, engineering, economics and social sciences.

**Graph 16 - UNDP NOs - Operation Managers: Education/Certification View**  
Survey Results - October 2005



### 5.8.3. Practice Experience Map

The NO survey investigated use of the Practice Experience Map (PEM) as a tool for staff and career development and showed limited use of the PEM by COs. Of the respondents, 54% indicated that they had recorded their experience in the PEM; 24% indicated that they periodically update their PEM profile as they gain new experience; and 20% have been asked to train other staff members in their areas of expertise. Twenty percent of the respondents indicated they did not know about the existence of this corporate tool.

Regarding staff development, 46% of the respondents indicated they found the PEM exercise helpful in identifying their developmental needs and have included in their learning plans some or all of the learning priorities they identified in their PEM. Survey results also indicate that a limited number of respondents have knowledge of PEM being used in their COs as a tool to: identify staff development priorities (8%); identify internal consultants (4%); or utilize in the process of hiring new staff (3%).

### 5.8.4. Participation in Knowledge Networks

Since their establishment in 1999, UNDP's knowledge networks have become primary means of staff member access to information and best practices, as well as promoting inter-country and inter-regional exchanges. According to the Bureau for Development Policy<sup>8</sup> (BDP), UNDP staff membership in the knowledge networks has increased from 216 members in July 1999 to a remarkable 12,319 in July 2004. Knowledge networks have subsequently become institutionalized as part of the UNDP business plan and are considered a key component of the larger Knowledge Management Strategy.

In the NO Survey, the highest percentage of respondents (48%) who indicated they are members of two knowledge networks were NOBs and 41% of them indicated they participate actively in both the networks to which they belong.<sup>9</sup> NOCs assert the highest percentage of active participation in three knowledge networks (41.7%).

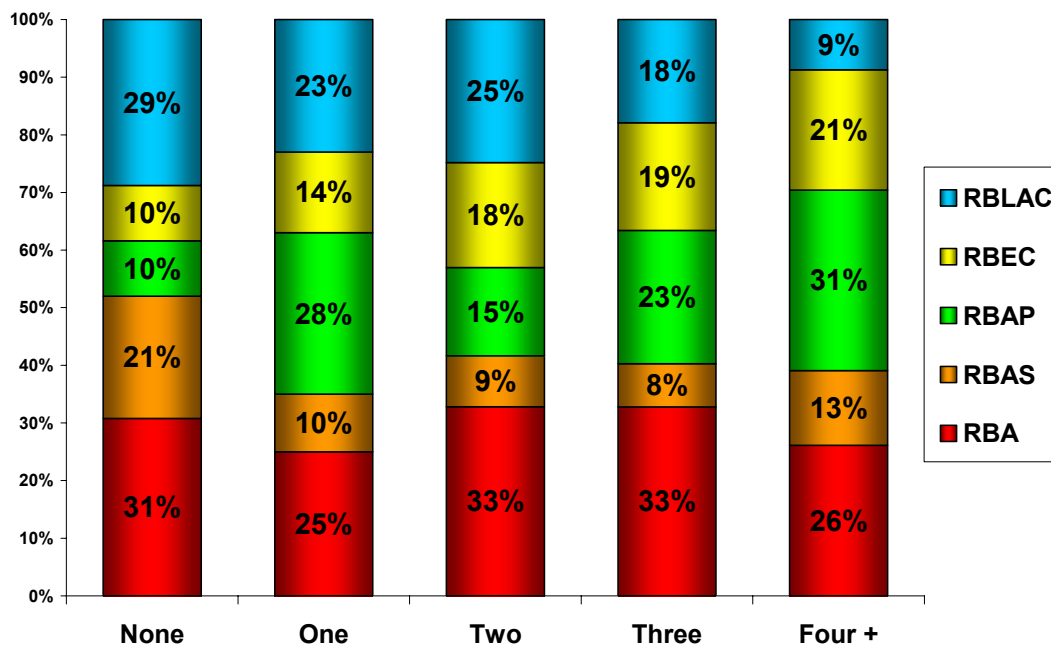
In terms of regional distribution of participation in knowledge networks and as reflected in the graphs below, NOs in Africa maintain the highest percentage of network membership. Fifty percent of them reveal they are active members of four or more networks. NOs in RBAP denote the highest percentage of active participation in four or more networks with 31%.

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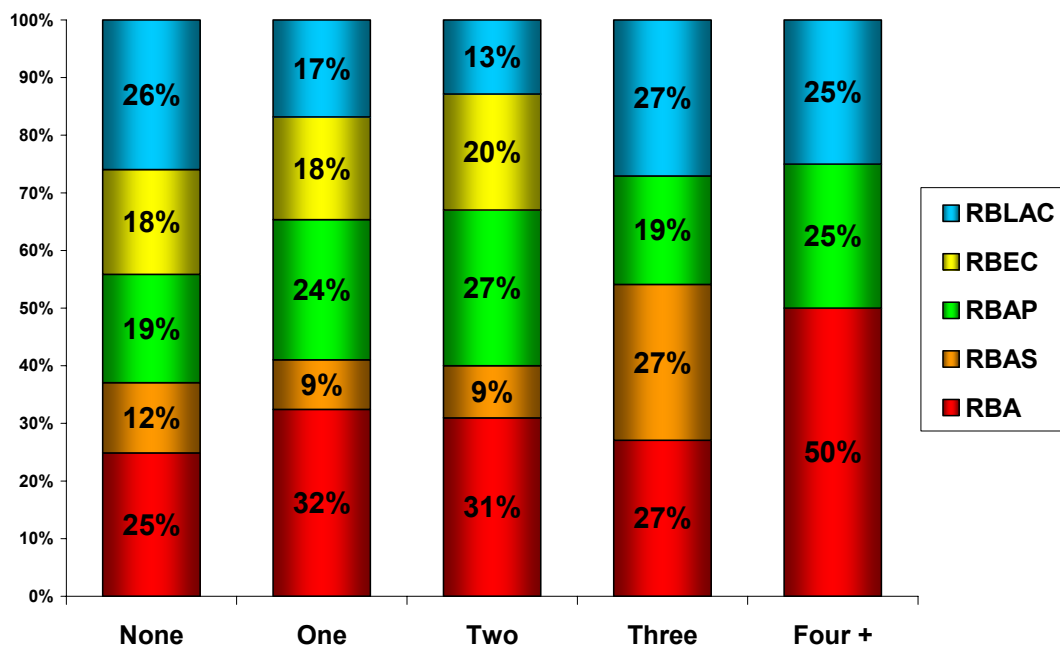
<sup>8</sup> UNDP Knowledge and Practice networks: A Quantitative and Qualitative snapshot, October 2004

<sup>9</sup> See Annex II, question 26

**Graph 17 - UNDP NOs - Membership in Knowledge Networks per Region**  
Survey Results - October 2005



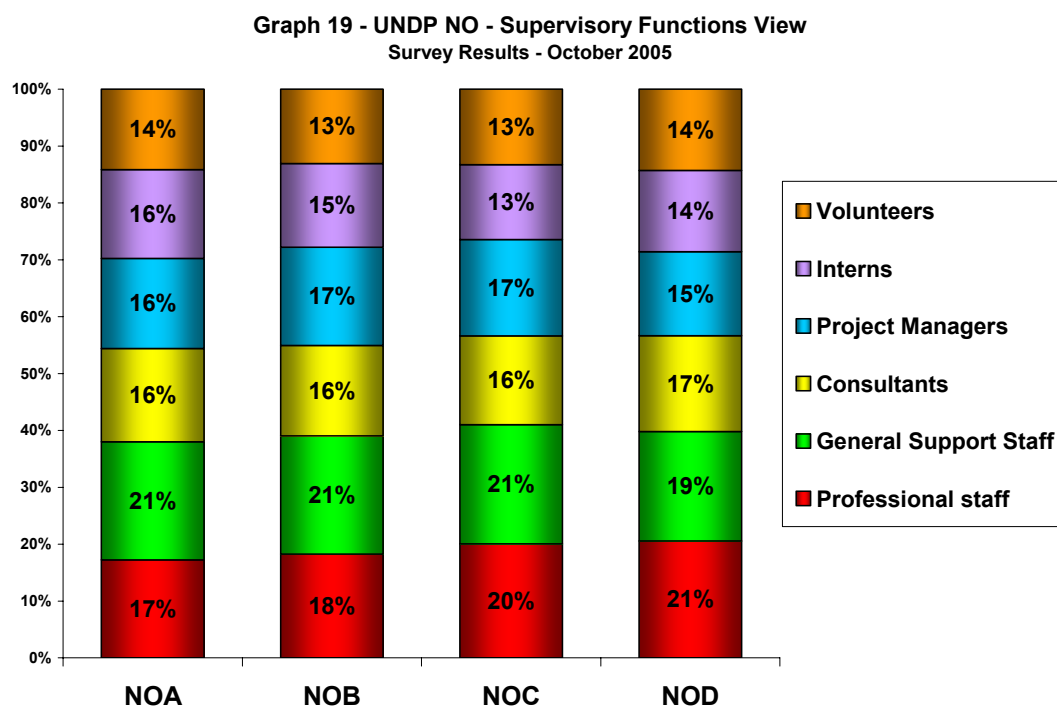
**Graph 18 - UNDP NOs - Active Participation in Knowledge Networks per Region**  
Survey Results - October 2005



## 5.9. Work Responsibilities

### 5.9.1. Supervisory Functions

NOCs and NODs play a strong management and supervisory role overseeing the work of professional and general service staff, consultants, project managers, interns and volunteers. However and based on the increasingly business-orientated working environment at UNDP, the Management Consulting Group (MCT) observes that there is a need to further empower and strengthen managerial and supervisory skills at all NO levels.



## 6.0. Professional Development

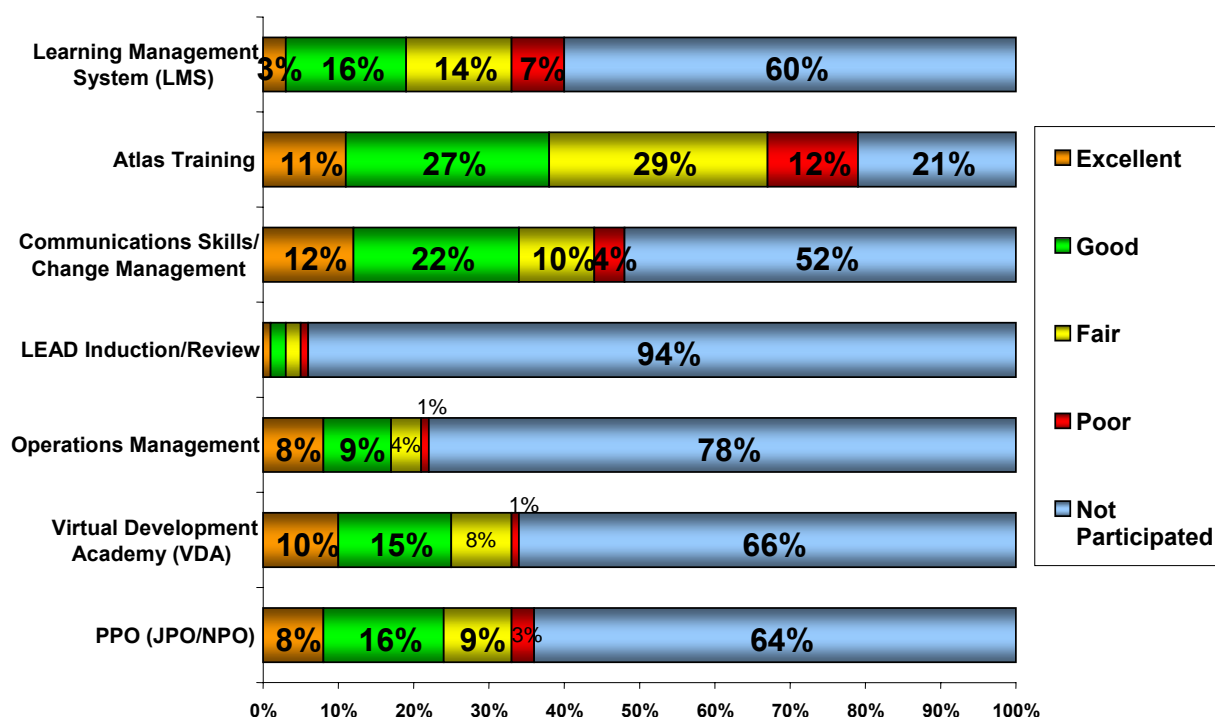
### 6.1. Learning and Training

UNDP has introduced several learning and training initiatives to assist staff in professional and personal growth. The NO survey<sup>10</sup> investigated respondents' participation in these initiatives. Survey findings were encouraging with 47% of respondents indicating that they have attended up to five learning activities and 34% indicating they have attended between six and ten learning activities. A small proportion of respondents (8%) indicated attendance of twenty or more learning activities.

The survey also examined which corporate learning activities<sup>11</sup> NOs thought had contributed to their professional development. The results showed that:

- A high number of respondents have not participated in corporate learning activities;
- Very few thought corporate learning activities had a good impact on their professional development. Only 27% of survey respondents selected ATLAS training as a professional development contributor and respectively 22%, 16%, and 15% selected Communications Skills and Management of Change workshops, PPO (JPO/NPO) induction workshops, and the Virtual Development Academy as having contributed to their professional development.

**Graph 20 - UNDP NOs - Learning Impact on Professional Development**  
Survey Results - October 2005



<sup>10</sup> See Annex II, Question 23

<sup>11</sup> See Annex II, question 22

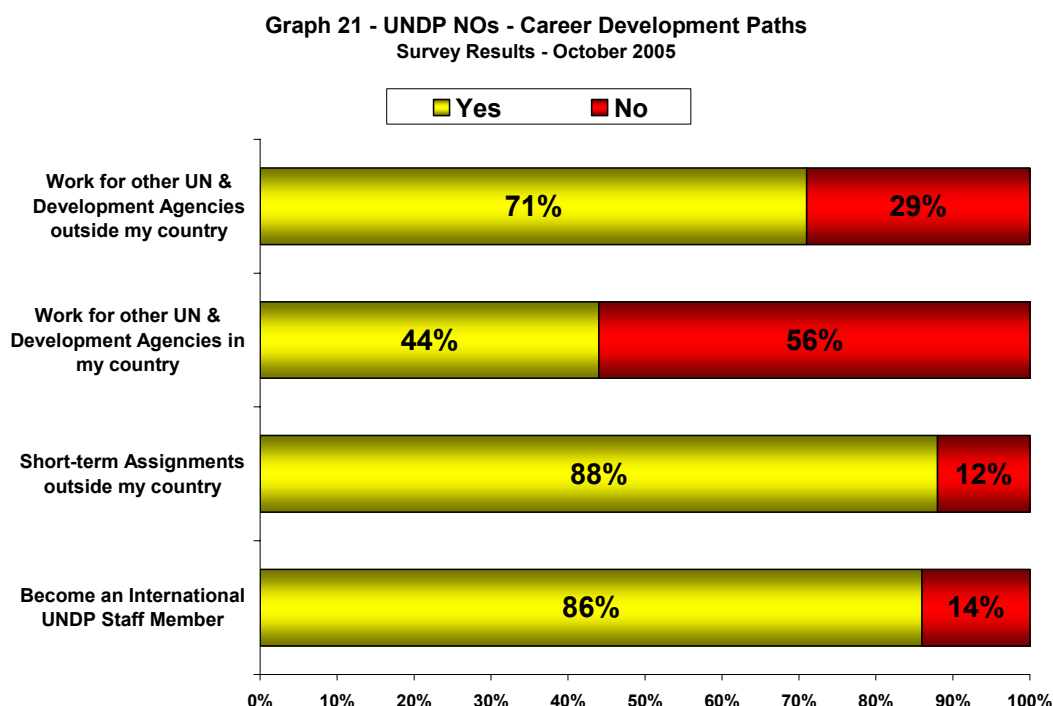
## 7.0. Career Perspectives

### 7.1. Career Aspirations

The survey attempted to find out what motivates NOs to work for UNDP. For 68% of respondents, serving their country by working on national priority development issues is very important; 52% indicated “interest in the position” as a key driver to stay with UNDP; and 42% showed professional advancement was a motivating factor.

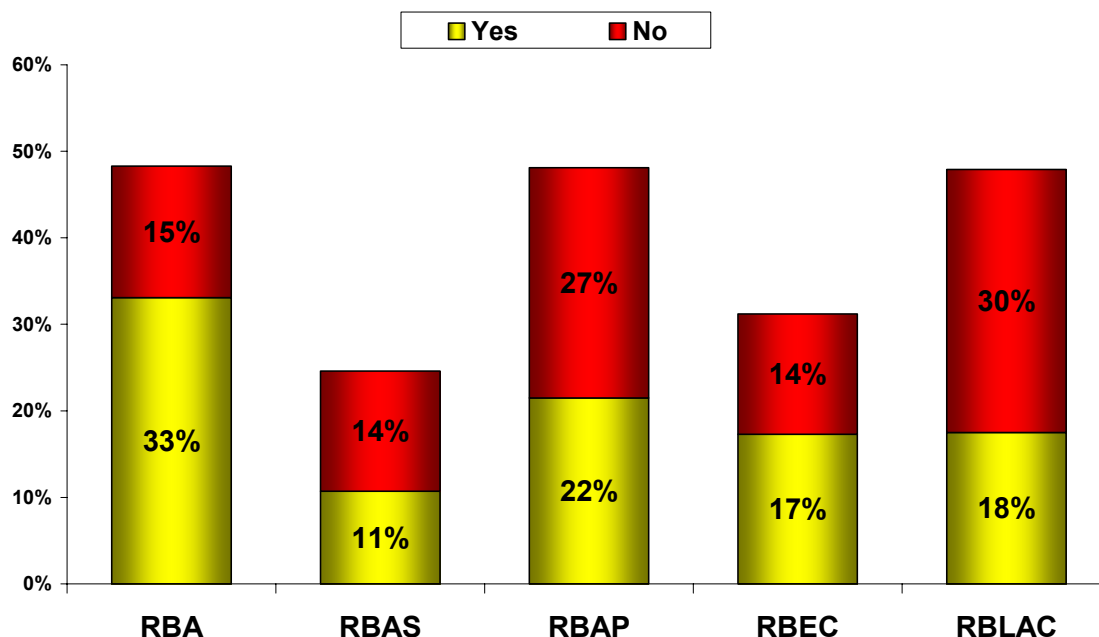
### 7.2. Career Interests

The majority of respondents indicated a desire to serve in an international position (86%). Furthermore, 71% suggested that they would serve other United Nations or similar development agencies outside their country, compared to just 44% who would work for other United Nations or similar development agencies in their country. 88% of the respondents indicated that they are interested in undertaking short-term assignments outside their country.



NOs in the Africa region show the highest interest in becoming international staff members (33%), followed by the NOs in the Region of Asia and the Pacific (22%).

**Graph 22 - UNDP NOs - Interest in Becoming International Staff Member**  
Survey Results - October 2005



According to survey responses<sup>12</sup>, 48% of NOs believe that the measure of a successful career is one that leads to employment as an international staff member. The following sample quotes reflect the perceptions and aspirations of the respondents regarding a successful NO career.

*"It is not possible for a NO to have a successful career. The only way to have a successful career is to become an international staff"*

*"Overall, I am, so far, fairly satisfied with my career as a NO. In fact, for me, the driving forces for working here with UNDP are (1) environment to balance, in my life, social and personal benefits, (2) opportunity to work for needy poor communities. In doing so, I perform my duties and responsibilities in my work place with the use of my existing knowledge and capacities that have already been acquired before joining UNDP, network learning plus through learning-by-doing. Most of them are confined only to local and domestic. But in my opinion, it would be more successful for a NO who wants progressively contribute to the objectives with higher performance to have international exposure through effective short-term assignments in the practices of his/her interest"*

*"In our own office, I would think of myself as successful if I have made consistent contribution to positive changes in the development of my country through our country office. This is of course easier to determine for programme staff than operations managers, but through programme support, I think operations managers can insert some strong influence in improving delivery and efficiency of operations"*

<sup>12</sup> See Annex II, question 30

### 7.3. Support to Career Development

Less than half of the survey respondents (41%) indicated they are satisfied with the career development support they have received from the Human Resources practitioners in their COs' Only 30% indicated that they receive good career advice and support from their supervisors. However, overall job satisfaction results were positive with 55% of NOs indicating they are satisfied.

To further support NO career development, UNDP has introduced two career track initiatives aimed at promoting staff career growth. They are the Leadership Development Programme (LEAD) and the Quarterly Reassignment Exercise (QUARRY).

#### 7.3.1. Leadership Development Programme (LEAD)

The LEAD was launched in 2000 as an entry point for young development specialists seeking a professional international career with UNDP. A 2004 evaluation<sup>13</sup> of the LEAD recommended that the programme be based on performance rather than recruitment and that selection from the pool of existing high-performing national staff at P3 and equivalent levels should be further strengthened and formalized. Putting this recommendation into practice, two female NOs (one from India and one from Azerbaijan) were selected through this programme in 2004 and one NO from Costa Rica was selected in 2005.

**LEAD Fast Facts:**

- Since 2001, 87 young professionals have been recruited through the LEAD
- The female to male ratio of the LEAD is 55% to 45%
- 59% of LEAD staff members are from donor countries and 41% are from programme countries

#### 7.3.2. The Quarterly Reassignment Exercise (QUARRY)

In March 2005, OHR replaced the former annual Succession Planning exercise with the QUARRY on a pilot basis. All posts under QUARRY, as well as all other international job opportunities are open to national staff including NOs. To date, 13 NOs have been selected for posts through this exercise. Six of them are females and seven are males.

- Seven NOs were appointed in the operations functional stream
- Six NOs were appointed in programme functions

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<sup>13</sup> Assessment of UNDP's Leadership Development Programme (LEAD), Office of Human Resources, November 2004



## 8.0 National Officers and Country Office Performance

### 8.1. 2005 Global Deliveries

When considering CO performance, key factors such as operational and professional capability as well as context (emergency, crisis and prevention, development programmes) must be weighed.

Table 4 below, extracted from the Change Management Toolkit<sup>14</sup> (landscape tool), lists the top 15 delivering COs in 2005 as well as the related number of professional (International and National) and support staff.

**Table 4 – Top 15 Delivering Country Offices**

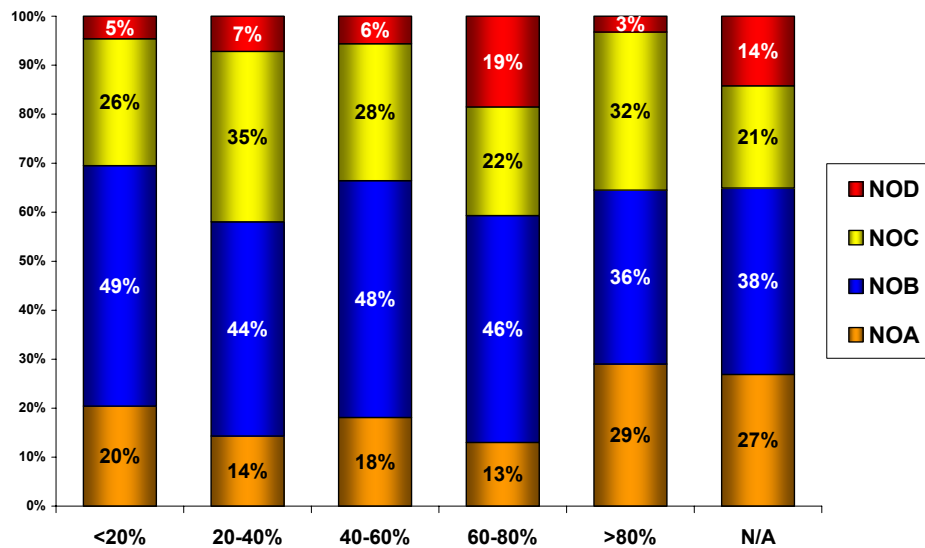
Global Position	Country	Delivery Rate 05 (%)	Total # of Staff	Int. Prof Posts	NO Posts	Support Posts
1	Cyprus	166.3	20	5	6	9
2	Gambia	160	29	2	6	20
3	Chad	137.6	36	6	9	21
4	Colombo Regional Center	99.1	1	1	N/A	N/A
5	Moldova Republic	98.9	24	2	6	16
6	Kosovo	97.1	29	7	7	15
7	Kenya	96.7	52	11	10	31
8	Nigeria	96.1	60	13	11	36
9	Afghanistan	95.5	171	111	16	31
10	Eritrea	94.8	33	4	5	24
11	Dem. Rep. of the Congo	93.6	89	42	6	40
12	Russian Federation	93.2	31	6	7	17
13	Chile	92.8	23	2	4	17
14	Lesotho	91.6	35	5	8	22
15	Rwanda	91.4	44	10	5	28

### 8.2. General Survey Delivery Findings

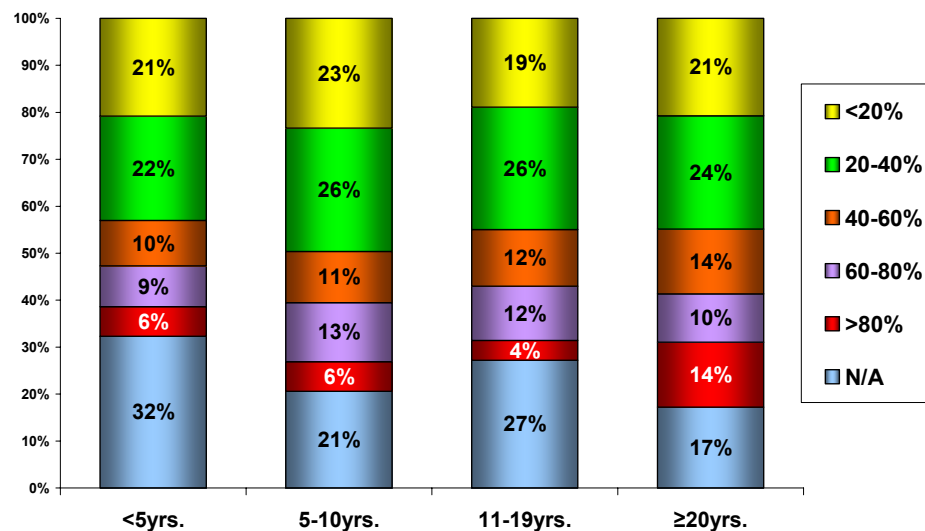
Comparing the percentage delivery of NOs with the overall office delivery, the survey revealed that NOBs indicate the highest delivery rates; 36% of them deliver more than 80% of their assigned programmes. There is also a clear correlation between the delivery rate and the education level. NOs holding a Master's degree and above assert the highest delivery rates.

<sup>14</sup> [http://stone.undp.org/system2/managingchange/4e\\_landscaping\\_tool.cfm](http://stone.undp.org/system2/managingchange/4e_landscaping_tool.cfm)

**Graph 23 - UNDP NOs - Deliveries & Grade View**  
Survey Results - October 2005



**Graph 24 - UNDP NOs - Deliveries & Years in Organization View**  
Survey Results - October 2005



Here is a list of other interesting survey findings.

- The longest serving staff assert the highest percentage of delivery (>80%)
- Females report a higher delivery percentage than males (e.g. 13% females and 8% males indicate they deliver between 60-80%)
- The Poverty Reduction Practice ranks highest in delivery with 71.4%, followed by the Democratic Governance and Management Practices each with 66.7%, the Energy and Environment Practice with 63.6%, and the HIV/AIDS Practice with 58.8%.

## 9.0. Conclusions

1. National Officers account for 13% of UNDP's total workforce (7020) and 19% of UNDP's nationally recruited staff members (4908). They are a highly qualified and motivated group. The size of this talent pool, the high level of competencies and skills that characterize it as well as its direct link to country office delivery and performance suggest that the following actions need to be undertaken.
  - ✓ Considering the ongoing business-oriented transformation of UNDP and its working environment, strongly supported by corporate business processes (namely ATLAS), the need to enhance NOs capacities to better serve UNDP corporate initiatives arises. This could be complemented with greater empowerment for this professional workforce in areas such as decision-making and delegation of authority in order to further enhance delivery of quality operations.
  - ✓ Despite overall job satisfaction, most NOs think that there is a glass ceiling of limited career advancement opportunities within their COs and therefore, the majority perceives the international track as the only way to advance their career. This perception plus their desire to undertake international and regional short-term assignments, calls for more attention, guidance and support from Regional Bureaux, CO management, SURFs and regional centers to better tap on the potential of this talent pool. An example would be using NOs expertise for short-term assignments within the same region or across regions.
2. The NO/OM pool is relatively small. Only 16% (89) of the NO survey respondents were OMNs and only 8% of them indicated they have professional certification. The increasing demand on delivery and the enhanced business environment of COs necessitates increasing the number of NO/OMNs and professionalization of their services. This category is a primary target for capacity building through UNDP's current certification initiatives.

## **ANNEX I- Acknowledgments**

The Workforce Analysis Report on UNDP National Officers (NOs) would not have been possible without the dedicated efforts of a group of staff members from UNDP Headquarters and Country Offices. This workforce report is the first one to take a closer look at National Officers, their group composition challenges and aspirations. The report also contains a set of specific recommendations for the organization should undertake in order to address the challenges and aspirations of this workforce pool.

The Office of Human Resources thanks the diverse group of staff members who contributed to this report. Delia Yerokun of the Zambia Country Office dedicated 3 weeks to work with the Talent Management Unit on the analysis of the survey and the write-up of this report. Two focus groups of current and former NOs were actively involved in designing the survey and the report content.

### **Country Office Focus Group:**

Naeem Ahmad, Human Resources Manager, Pakistan  
Mohammad Bayoumi, Environment Programme Manager, Egypt  
Luis Daniel Campos, Natural Resources Programme Manager, Colombia  
Stephen Duah-Yentumi, Assistant Resident Representative for Programme, Ghana  
Sultan Gadjiyev, Senior Programme Manager, Azerbaijan  
Monica Merino, Operations Manager, Honduras  
Valentina Stalyho, Programme Manager, Belarus  
Lalita Thapa, Assistant Resident Representative for Programme, Nepal  
Myrieme Zniber, Assistant Resident Representative for Programme, Morocco

### **Former National Officers International Staff Members Focus Group:**

Randa Aboul-Hosn, Regional Programme Advisor, RBAS  
Ruth Abraham, Evaluation Advisor, EO  
Iyad Abumoghli, Energy and Environment Practice Manager, BDP  
Serdar Bayriyev, Programme Analyst, Turkmenistan  
Razina Bilgrami, Programme Specialist, RBAP  
Nasantuya Chuluun, Operations Manager, OHR  
Erdal Esin, Manager, Organizational Design and Broadbanding Unit, OHR  
Ramla Khalidi, Deputy Chief, SURF Beirut  
Metsi Makhetha, Programme Advisor, RBA  
Silvia Morimoto, Finance Specialist, BDP  
George Peradze, Help Desk Manager, CBS/BOM/  
Mauricio Ramirez, Programme Specialist, RBLAC  
Diego Recalde Leon, Programme Specialist, OAPR/RASC Panama  
Elzira Sagynbaeva, Deputy Resident Representative, Tirana  
Sonia Thakur, HR Specialist, OHR

### **OHR and Talent Management Team:**

Marcia de Castro, Dima Al-Khatib, Herlyn Alfonso, Stephen Mostad, Zaida Omar, Beate Pawlikowski, Alketa Saphia, Krishna Srinivasan.

## **ANNEX II- Testimonies from Former and Current NOs (as received)**

### **1. Ruth Abraham, Evaluation Advisor, UNDP evaluation Office**

Ruth worked for 6 years as NO in Ethiopia CO (1987-1993) during which she evolved to an ARR. She undertook several international assignments:

- UNDP/UNSO/NY (1992) for 1 year as Programme Manager
- UNDP/UNSO/Nairobi (on detail in 1995) as Acting head of the UNSO's East and Southern Africa Regional Office
- UNDP NY (1998) as a member of a team of NOs who worked on the first National Staff Career Management Policy
- Ruth joined UNDP/ DGO in 1999 and then moved to the evaluation Office

*Ruth said “my exposure to work outside the CO was very helpful in broadening my horizon and building up my skills (substantive as well as managerial) which served me well. The support of CO Sr. Management is also important for an NO to find an opportunity to work outside the CO, whether in another CO or at HQ.*

*I would say that my time as an NPO was the most rewarding in UNDP as everyday you deal with real life situations at the grass-roots. Some of the challenges faced as NPO were striving to work smoothly in a multi-cultural environment and minimizing tensions between nationals and internationals; and limited growth opportunities once you have reached a certain level as an NPO”.*

### **2. George Peradze, Team Lead of Roll out & Client Support CBS/BOM/ Help Desk Manager**

George worked as NO for 11 years. He has worked with several agencies and countries. He was OM in Georgia and Tajikistan; Assistant OM in Kosovo; Finance office WFP. His functions have increasingly evolved over time from Administrative Assistant and Administrative Finance and Finance Officer WFP to Administrative Officer and Operations Manager with UNDP.

When asked about the main highlights and challenges of being and NO, Goerge he stated “There is a big difference between International and Local staff. The latter are often considered and treated as second class. What is more important is that often even most junior international colleagues have the superiority over the more qualified local ones. This is not only related to the working issues or social aspects but also is related to the life and death situations like security evacuation. If one is a local staff and combines OM and security officer or security focal point or even warden or more, one is a driver, that person is required to take care of the international staff and their dependants and only when they have left take care of their families. Even though, we say that we will relocate them, often there is no safe place to relocate. Local staff is often in the mercy of the management, who can easily just change the entire office as it suits them. I could continue but do not want to sound negative. Having said all above, the situation is not always as dramatic and there are many good managers who are truly international civil servants and who care about UNDP and its staff”.

### **3. Razina Bilgrami, Programme Specialist in the Regional Bureau for Asia and the Pacific**

Razina served as NO for 5 years in Pakistan (1997-2002) starting as a GEF Programme Officer and evolving to an ARR-Environment. She became an international staff member in August 2002 following a 2.5-month detail assignment with RBAP earlier that year. Razina benefited from the advice and guidance of RBAP HR Business Advisor.

*According to her “the challenges and opportunities are immense; within the office environment, NOs are the cream of the office, performing multi-faceted functions ranging from project design / management / coordination including elements such as budgeting and financial oversight, work planning support etc. to projects, report drafting, preparation of briefs, participation in task forces, practice area activities etc.; outside the office environment, NOs remain active in advocacy activities, donor relationship building/coordination and subsequent resource mobilization, and last but not the least, in building a conducive relationship with the national counterparts at the working level, which is a critical element in the success of NEX projects / programmes in particular, and the overall UNDP programme in general.*

*I have had a rich and rewarding experience in performing all of the above (and many more!!) tasks at the country level, which indeed gave the feeling of fulfillment in having made a meaningful contribution to the Country Programme”.*

### **4. Diego Recalde Leon, Programme Specialist, Office of Audit and Performance Review (OAPR), Regional Audit Service Center (RASC) – Panama**

Diego worked as a NO in Ecuador for 6 years. He started as IUNV (1990-1992), then worked as CTA with UNOPS in Honduras ('92-'96), Chief Programme Coordinator and Poverty Cluster Manager in Ecuador and as OAPR Programme Specialist.

He said that “UNDP does not utilize enough (in an institutionalized manner) the available NO platform as an adequate mechanism to replace the senior management positions or to serve at HQ in the various units. Considering also that reward in UNDP has large lagoons to be filled in with new policies like the promotion of NO to the international carrier.

*This gap or lack of vision in UNDP’s Human Resources policies generates stagnation, little mobility within COs, limiting the natural professional carrier of good professionals that UNDP has at the National Level. Once you are there you could stay forever and the senior management at the local level usually likes that immobility situation, because is more comfortable and secure. In my opinion, this does no good to UNDP, because i) old timers are more reliant to changes and innovations and also because ii) National Officers have many comparative advantages, in relation to professional coming from outside the organization or without CO exposure. iii) NOs could really feel what the organization needs in terms of guidelines, policies, regulations, resource mobilization, development model and so on. The list of NO qualities could be in fact quite large.*

*Also, UNDP tends to bring people from outside the organization to the senior management positions, with little UNDP exposure and limited managerial skills putting in danger UNDP’s CO stability and directionality. Making a small parallelism with football, even on those soccer organizations, the “A” team nourishes very often from the minor leagues and categories looking for young talents. In many cases UNDP does not take the chance and the alternative choices and options are not always aligned with the organization’s needs and for institutional*

*strengthening. NO are in fact the every day face of UNDP in the field and the engine for present and future actions of our development organization.*

*When I applied to this international post, I was thinking that I could not see myself in the same chair until the end of my career in 16 years! Routine is something that can kill all dreams and creativity in any professional and I was not opened to give up. That is why I decided to search again for an International Career, hopefully inside the same organization like it happened.*

*In my present post I visit country offices and together with the rest of the RASC team, supported a performance review of the office, highlighting the program aspects (project cycle, planning tools, Resident Coordination function, etc.). My past post was in fact doing (program management) what I now review. Coaching and creating practical solutions together with my new "clients" (at the country office level) is something that give me a big professional reward, if compare to my previous duty station and with the sacrifice of leaving once again my home country"*

## **5. Myrieme Zniber, Programme Advisor / ARR – Programme, Morocco**

Myrieme has been working as NO for 19 years. Her function has evolved to Programme Advisor since 2002.

*"I would like to share with you **my experience with the VDA** (first promotion) which will also give you an idea about the challenges of being an NO.*

*The VDA is definitely a fruitful learning mechanism, which is making out of UNDP a knowledge-based organization. From the beginning, the VDA process represented in my opinion a unique opportunity for UNDP staff to hone new skills, vital to bring about the changes that will make UNDP a re-vamped organization, able to provide high-quality policy advice to programme countries.*

*That is why I can say that during my long "VDA year", I really have put all my efforts in accommodating learning on top of my regular agenda and workload and devoting much of my personal time to this challenging learning initiative. However, I do think that this outstanding experience would definitely yield to more achievements in all UNDP Country Offices including Morocco.*

*My enthusiasm stems out of the fact that I have personally drawn a lot from the well of distance education. It goes without saying that I have benefited a lot from the VDA courses: the way it has been organized and successfully implemented, views of reality, feedback mechanisms and the systemic approach that has been used for the design of the VDA course. It would have been more fruitful if we would have helped the participants to dig into in one or two areas of our practice areas of expertise though.*

*As Programme Advisor - I am responsible of the Governance & Human Development Unit - it was not that easy to hold many responsibilities and duties especially that Governance and social issues in Morocco constitute one of the pillars that are of a paramount importance to the democratization and sustainable development process. However, I do confess that this experience should have a positive impact on my career development, as it has already put my talents into use and allowed me to deepen my knowledge and "know how" of development issues."*

## Annex III- National Officers Survey Results

**Survey Results** (Included Responses)
**UNDP NATIONAL OFFICERS SURVEY -  
September 2005**
**Report created on:** Monday, May 01, 2006 12:12:00 PM

The results of your survey are displayed below. If your survey includes text responses, click the "View" button to read individual results. To exclude a particular response, click the Included Responses button. You can then view the set of individual responses that are currently included and select those you wish to exclude. Results below contain only Included responses

**EXCLUDE BLANK RESPONSES**

Launch Date	09/20/2005 - 6:47 PM
Modified Date	09/24/2005 - 7:26 PM
Close Date	10/17/2005 - 1:48 PM
Email Invites	1735
Visits	738
Partials	10
Completes	556

**Go to Individual Complete Responses:**
☐

Show respondent's emails.

**INCLUDED RESPONSES**
**EXCLUDED RESPONSES**

556

**Included Respondents:**

0



**Excluded Respondents:**






- [Cross Tabulate](#)  
Cross reference multiple questions
- [Download Results](#)  
Receive results in spreadsheet format
- [View Recipient Status](#)  
Check the response status of each of your recipients





**Responses:** ☒ Completes only ☐ Partials only ☐ Completes & Partials

1. Age Group	Number of Responses	Response Ratio
25-35	125	23%
36-45	232	42%
46-55	180	32%
56-62	18	3%
<b>Total</b>	<b>555</b>	<b>100%</b>







2. Gender		Number of Responses	Response Ratio
Male		317	57%
Female		237	43%
Total		554	100%

3. Where is your Country Office?		Number of Responses	Response Ratio
Africa		167	30%
Arab States		62	11%
Asia and the Pacific		123	22%
Eastern Europe and the CIS		95	17%
Latin America and the Caribbean		107	19%
Total		554	100%

4. Marital Status.		Number of Responses	Response Ratio
Single		66	12%
Single with dependent child/children		17	3%
Married without children		43	8%
Married with child/children		367	66%
Longtime partnership		11	2%
Divorced, Separated, Widowed		14	3%
Divorced, Separated, Widowed with child/children		34	6%
Total		552	100%

5. Education Level		Number of Responses	Response Ratio
High School		22	4%





University		135	24%
Masters (1-3 years following University)		370	67%
Doctor of Philosophy (Ph.D)		56	10%
<a href="#">VIEW</a> Other, Please Specify		63	11%

## 6. Where did you last work before joining UNDP?







	Number of Responses	Response Ratio
Government	171	31%
Private sector	141	25%
Academic Institution, Research Institution	51	9%
Policy Center, Think Tank	4	1%
Another UN agency	44	8%
International Development Bank	6	1%
National Development Bank	9	2%
Bilateral or Multilateral Development Agency	44	8%
Non-Government Organization	53	10%
Self-employed	10	2%
I have only worked for UNDP	21	4%
<b>Total</b>	554	100%

## 7. What is your grade?

NOA		113	21%
NOB		240	44%
NOC		148	27%
NOD		50	9%
<b>Total</b>		551	100%

8. How long have you been working for UNDP?		Number of Responses	Response Ratio
Less than 5 years		236	43%
Between 5 and 10 years		184	33%
Between 11 and 19 years		102	18%
20 years or more		32	6%
<b>Total</b>		554	100%

9. How many staff members do you directly supervise?				
<i>The top percentage indicates total respondent ratio; the bottom number represents actual number of respondents selecting the option</i>		1 None	2 One	3 2-3
				4 4 or more
1. Professional staff	58% 261	14% 63	14% 65	14% 61
2. General Support Staff	29% 145	23% 115	19% 94	29% 142
3. Consultants	45% 171	16% 62	12% 45	27% 105
4. Project Managers	50% 196	12% 49	12% 48	26% 102
5. Interns	67% 233	23% 81	6% 22	3% 11
6. Volunteers	78% 258	14% 45	2% 8	5% 18



10. What is your delivery as percentage of the total CO delivery?		Number of Responses	Response Ratio
Less than 20%		108	21%
Between 20-40%		125	25%
Between 40-60%		55	11%
Between 60-80%		54	11%
More than 80%		32	6%
Not applicable		136	27%
<b>Total</b>		510	100%

**11.** Please indicate the primary and secondary Practices or cross-cutting themes of your portfolio. Please check all that apply.

*The top percentage indicates total respondent ratio; the bottom number represents actual number of respondents selecting the option*






	1 Primary	2 Secondary
1. Crisis prevention and Recovery	35% 61	65% 115
2. Democratic Governance	54% 147	46% 124
3. Energy and Environment	55% 107	45% 88
4. HIV/AIDS	35% 61	65% 115
5. Poverty Reduction	54% 158	46% 137
6. Management (Functional Practice)	71% 218	29% 90
7. UN Coordination (Functional Practice)	31% 58	69% 131
8. Capacity Development (Cross-cutting Theme)	43% 132	57% 175
9. Gender in Development (Cross-cutting Theme)	30% 66	70% 155










**12.** Are you an Operations Manager?

	Number of Responses	Response Ratio
Yes 	85	16%
No 	460	84%
<b>Total</b>	545	100%

**13.** Please indicate which area of operations you are responsible for? Please check all that apply.

	Number of Responses	Response Ratio
Human Resources 	114	30%
Finance 	140	37%
Procurement 	120	32%
Administration Services 	96	25%
Common Services 	89	24%
Security 	50	13%
 Other, Please Specify 	233	62%

14. If you are in the Operations Area, do you have any of the following professional certificates?		
	Number of Responses	Response Ratio
I am a Certified Public Accountant (CPA) 	10	5%
I am a Chartered Financial Analysts (CFA) 	6	3%
I am a holder of a Masters Degree in Business Administration/Public Administration/Finance 	94	45%
I have no certification 	31	15%
<a href="#">VIEW</a> I have other certification. Please Specify 	94	45%

15. Have you authored (or co-authored) and published any papers, studies, books focusing on LOCAL, REGIONAL, INTERNATIONAL DEVELOPMENT ISSUES?		
	Number of Responses	Response Ratio
Book(s) 	57	14%
Article(s) in an edited book 	99	24%
Doctoral Thesis 	43	11%
Masters Thesis 	187	46%
Policy Report(s) or Study(s) 	134	33%
Article(s) in professional magazine(s) 	115	28%
Article(s) in newspaper(s), weekly magazine(s) 	138	34%
Papers for Conferences 	246	61%
<a href="#">VIEW</a> Other, Please Specify (including no publication) 	83	20%

16. What motivates you to work for UNDP? Please check by level of importance				
The top percentage indicates total respondent ratio; the bottom number represents actual number of respondents selecting the option	1	2	3	4
	Very Important	Important	Somewhat Important	Not Important
1. UN and UNDP Mission	66% 347	29% 152	5% 24	0% 2
2. Serving my country by working on national priority development issues	68% 361	26% 137	5% 25	1% 7

3. Professionally Interesting Position	52% 271	38% 196	9% 47	1% 4
4. Professional Advancement	42% 212	41% 206	14% 73	3% 13
5. Good working relationship with senior country office management	21% 103	43% 206	27% 129	10% 46
6. Attractive Pay and Benefits	14% 74	54% 274	26% 132	6% 32
7. Job Security	17% 84	36% 181	32% 159	15% 74
8. Work Life Balance	15% 73	36% 176	35% 170	15% 72









### 17. Please rate how the following have contributed [or not] to your Career Advancement in UNDP


	1 Major Impact	2 Some Impact	3 Low or No Impact
<i>The top percentage indicates total respondent ratio; the bottom number represents actual number of respondents selecting the option</i>			
1. Hard work and good performance	74% 397	19% 100	8% 43
2. Knowledge of the subject matter	69% 369	27% 145	4% 21
3. Academic background or professional certification	41% 214	46% 240	14% 72
4. Relevant work experience	58% 312	34% 179	8% 43
5. On the job training	34% 176	43% 224	23% 121
6. Participation in UNDP sponsored training and learning activities	25% 130	48% 248	27% 137
7. Non UNDP training (e.g., degree, e-learning, executive training)	19% 92	49% 233	32% 155
8. Changing job streams in UNDP (e.g., programme to operations)	10% 47	22% 97	68% 305
9. Gender	7% 32	24% 114	70% 333
10. A supportive supervisor	34% 168	38% 191	28% 139
11. Mentor	16% 76	35% 162	49% 231
12. Networking (personal professional and social contacts)	33% 164	39% 194	28% 139
13. Luck	8% 39	27% 132	64% 310

### 18. Are you interested in the following?

*The top percentage indicates total respondent ratio; the bottom number represents actual number of respondents selecting the option*

	1 Yes	2 No
1. Becoming an international UNDP staff member	86% 467	14% 77
2. Short term assignments outside my country	88% 465	12% 65
3. Working for other UN and Development Agencies <i>in</i> my country	44% 222	56% 283
4. Working for other UN and Development Agencies <i>outside</i> my country	71% 375	29% 151

19.	Does any one or more of the following apply to you?	Number of Responses	Response Ratio
	I used to be General Service staff member before becoming a National Officer 	146	27%
	I have applied for UNDP international position(s) 	185	35%
	I have been shortlisted for UNDP international position(s) 	99	19%
	I have done one or more short-term assignments with UNDP outside my Country Office 	126	24%
	I am only interested in assignments within my geographical region 	47	9%
	My local SURF has recommended and supported me for short assignments 	33	6%
	I would be willing to take a short-term assignment anywhere in the world 	404	76%
	I would be willing to take a long-term assignment anywhere in the world 	357	67%
	I am unable to relocate outside of my country	23	4%

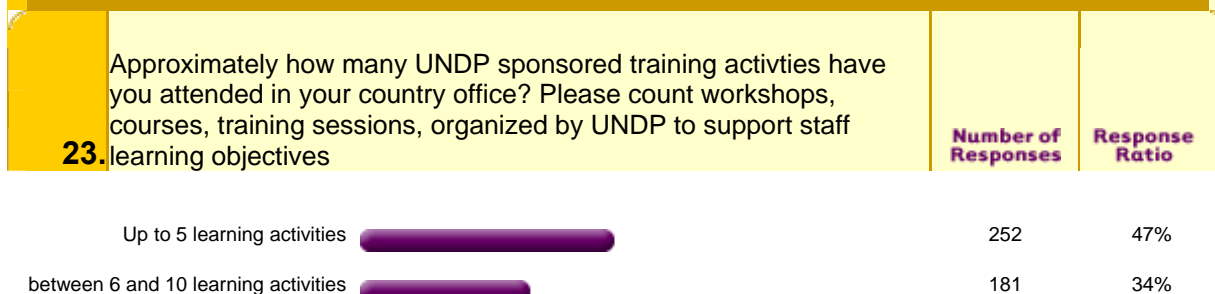
20.	Do you have enough information about current jobs vacancies in UNDP?	Number of Responses	Response Ratio
	Yes 	288	52%
	No 	264	48%
	<b>Total</b>	552	100%




**22.** Please rate how the following learning/training activities have contributed to your professional development.

*The top percentage indicates total respondent ratio; the bottom number represents actual number of respondents selecting the option*




	1 Excellent	2 Good	3 Fair	4 Poor	5 I did not participate in this activity
1. PPO (JPO/NPO) Workshop	8% 35	16% 72	9% 42	3% 13	65% 296
2. Virtual Development Academy (VDA)	10% 45	15% 67	8% 36	2% 7	66% 302
3. Operations Management Course	8% 35	8% 36	4% 19	1% 6	78% 336
4. LEAD Induction/Review Courses	1% 3	2% 10	2% 10	1% 3	94% 392
5. Communications Skills and Management of Change workshop	12% 55	22% 102	11% 49	4% 17	52% 243
6. Atlas Training	11% 55	27% 134	29% 145	12% 59	21% 107
7. Courses from the Learning Management System (LMS)	3% 14	16% 75	15% 69	7% 31	60% 278














between 11 and 20 learning activities		55	10%
more than 20 learning activities		43	8%
<b>Total</b>		531	100%



24. Have you recorded your experience in your Practice Experience Map?		Number of Responses	Response Ratio
Yes		297	54%
No		138	25%
I do not know what it is		112	20%
<b>Total</b>		547	100%



25. If yes, please check all that apply		Number of Responses	Response Ratio
I update my Practice Experience Map profile periodically as I gain new experience		74	24%
I find this exercise helpful in identifying my development priorities		138	46%
I have included some or all of these priorities in my learning plan		140	46%
Following this exercise, I discussed with my Practice Implementation Coordinator/Supervisor/Learning Manager the development of my T Profile		36	12%
My Learning Manager has accommodated some of the areas in which I indicated an <i>interest to develop more</i> in our CO Learning Plan		56	18%
My Learning Manager has invited me to train other staff members in the areas where I am a Resource Person		60	20%
My office makes good use of the Practice Experience Map to identify staff development priorities		25	8%
My office makes good use of the Practice Experience Map to identify internal consultants		11	4%
My office takes the Practice Experience Map findings in consideration in the process of hiring new staff		10	3%
 Comments		92	30%

**26.** How many Practice and Knowledge Networks are you a member of? How many of them do you actively participate in (i.e. you have made at least one contribution to the network(s) in the last month)?

*The top percentage indicates total respondent ratio; the bottom number represents actual number of respondents selecting the option*

	1 None	2 One	3 Two	4 Three	5 Four or more
1. I am a member of:	10% 53	19% 100	25% 137	25% 134	21% 115
2. I actively participate in:	39% 182	40% 185	17% 78	2% 11	3% 12

**27.** Have you used the OHR Web site:

*The top percentage indicates total respondent ratio; the bottom number represents actual number of respondents selecting the option*

	1 Yes	2 No
1. To seek policy advice	51% 254	49% 243
2. To learn more about UNDP careers	57% 275	43% 210
3. To look for job vacancies	61% 293	39% 185
4. To familiarize yourself with UNDP workforce statistics	38% 172	62% 286
5. To check out the learning and training activities of the Learning Management System (LMS)	48% 227	52% 249
6. To download personal action forms	30% 132	70% 313

**28.** Please rate the following:

*The top percentage indicates total respondent ratio; the bottom number represents actual number of respondents selecting the option*

	1 Excellent	2 Good	3 Fair	4 Poor
1. Services received from your office's HR personnel	12% 62	41% 218	30% 163	18% 95
2. Career advice and support received from your supervisor	9% 49	30% 159	30% 160	31% 165
3. Overall job satisfaction	9% 49	55% 296	27% 147	8% 43

**29.** Are you familiar with the following HR policies?

*The top percentage indicates total respondent ratio; the bottom number represents actual number of respondents selecting the option*

	1 Yes	2 No
1. Work Life	65% 348	35% 184
2. Gender Balance in Management	79% 416	21% 112
3. Workplace Harassment	82% 438	18% 96
4. Promotion Guidelines	52% 273	48% 250
5. HIV/AIDS	81% 429	19% 100
6. RCA Guidelines	95% 520	5% 26

**30.** What in your opinion is a successful career for a National Officer?

VIEW

433 Responses

**31.** How do you rate this survey?

	Number of Responses	Response Ratio
Excellent 	108	20%
Good 	358	65%
Fair 	76	14%
Poor	8	1%
<b>Total</b>	550	100%

## **ANNEX VI – ABBREVIATIONS/ACRONYMS**

BAS	Business Advisory Services
BDP	Bureau for Development Policy
BOM	Bureau of Management
CBS	Center for Business Solutions
CFA	Chartered Financial Analyst
CPA	Certified Public Accountant
CO	Country Office
EO	Evaluation Office
GS	General Services
HQ	Headquarters
HR	Human Resources
ICSC	International Civil Service Commission
ICT	Information Communication Technology
IMIS	Integrated Management Information System
LEAD	Leadership Development Programme
LPAC	Local Project Advisory Committee
MCT	Management Consulting Team
NO	National Officers
OHR	Office of Human Resources
PAPP	Programme of Assistance to the Palestinian People
PEM	Practice Experience Map
QUARRY	Quarterly Reassignment Exercise
RBA	Regional Bureau for Africa
RBAP	Regional Bureau for Asia and the Pacific
RBAS	Regional Bureau for Arab States
RBEC	Regional Bureau for Europe and the CIS
RBLAC	Regional Bureau for Latin America and the Caribbean
SURF	Sub-Regional Resource Facility
TPR	Tripartite Review