



# The JPO/AE Programme

Human Resources Management Branch



Building a Global Career



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Author:

Fatima Fernandez

Human Resources Management Branch

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## General Information

The information contained in this handbook is prepared and updated by Project Personnel Section, Human Resources Management Branch. It is intended solely for general guidance and information of donors, Junior Professional Officers, Associate Experts, and Supervisors at UNIDO field offices and Headquarters.

The UNIDO Staff Regulations and 200 Series Staff Rules constitute the authoritative text establishing the rights and obligations of UNIDO project personnel. The entitlements mentioned, including the offer of appointment and annexes thereto, are subject to the 200 series of the UNIDO Staff Regulations and Staff Rules and may be changed by decision of the General Conference or under the authority of the Director General of UNIDO.

### Contact Information for UNIDO

**Mailing address:** P.O. Box 300, A-1400 Vienna, Austria

**Street Address:** Wagramerstrasse 5, A-1400 Vienna, Austria

#### Contact persons:

Fatima Fernandez	Email:	<a href="mailto:f.fernandez@unido.org">f.fernandez@unido.org</a>
	Telephone:	+43-01-26026-3196
	Fax: +	+43-01-26026-6817
Rupa Chawla	Email:	<a href="mailto:r.chawla@unido.org">r.chawla@unido.org</a>
	Telephone:	+43-01-26026-5126
	Fax:	+43-01-26026-6817

The following donor governments participate in the UNIDO Junior Professional Officer/ Associate Expert Programme.

**All applicants** are requested to **correspond directly with their respective government's** authorities as listed below.

**Only applicants from The Netherlands** and from **developing countries** should address their correspondence directly to **United Nations Industrial Development Organization**, Human Resource Management Branch, JPO/AE Programme, P.O. Box 300, A-1400 Vienna, Austria. Please note that sponsoring of nationals from developing countries by participating donors is very limited. Only candidates in whom the organization has an interest will be contacted and only successful candidates will be advised.



## Contact Information for Donors

### **AUSTRIA**

Federal Ministry of Foreign Affairs  
Department VII.1  
Minoritenplatz 9  
A-1014 Vienna, Austria

[www.bmaa.gv.at/](http://www.bmaa.gv.at/)

### **BELGIUM**

Ministère des Affaires Etrangères, du Commerce Extérieur et de la Coopération Internationale  
Direction Générale de la Coopération Internationale (DGCI)  
Rue Béderode 6  
B-1000 Bruxelles, Belgium

[www.dgic.be/](http://www.dgic.be/)

### **DENMARK**

Royal Danish Ministry of Foreign Affairs  
Danish International Development Agency (Danida)  
Department S. 9  
2, Asiatisk Plads  
DK-1448 Copenhagen K, Denmark

[www.um.dk/danida/](http://www.um.dk/danida/)

### **FRANCE**

Ministère des Affaires Etrangères  
Direction Générale de la Coopération Internationale et du Développement  
CID/SME/SCE1  
244, boulevard Saint-Germain  
F-75303 Paris 07 SP, France

[www.france.diplomatie.fr/cooperation/Breves/reunion\\_reseau.htm](http://www.france.diplomatie.fr/cooperation/Breves/reunion_reseau.htm)

### **GERMANY**

Büro für Führungskräfte zu Internationalen Organisationen (BFIO)  
(on behalf of Ministerium fuer Wirtschaftliche Zusammenarbeit und Entwicklung (BMZ))  
Villemombler Strasse 76  
Villemombler Strasse 76  
D-53123 Bonn, Germany

[www.arbeitsamt.de/zav/international/bfio](http://www.arbeitsamt.de/zav/international/bfio)

### **ITALY**

United Nations Department of Economic and Social Affairs (UNDESA)  
Office of Human Resources for International Co-operation  
Corso Vittorio EMANUELE II, 251  
I-00186 Rome, Italy

[www.esteri.it/eng/foreignpol/coop/index.htm](http://www.esteri.it/eng/foreignpol/coop/index.htm)



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### ***JAPAN***

Ministry of Foreign Affairs  
International Recruitment Centre  
2-2-1- Kasumi- ga-seki  
Chiyoda-ku  
Tokyo, 100-8919, Japan

[www.mofa.go.jp/policy/oda/index.html](http://www.mofa.go.jp/policy/oda/index.html)

### ***REPUBLIC of KOREA***

Embassy and Permanent Mission  
Vienna, Austria

### ***NETHERLANDS***

Ministry of Foreign Affairs  
International Cooperation Personnel Branch  
Division, AE/JPO/APO Programme (HPI/AD)  
Bezuidenhoutseweg 67  
NL-2594 AC Den Haag, The Netherlands

[www.minbuza.nl/](http://www.minbuza.nl/)

### ***NORWAY***

The Royal Ministry of Foreign Affairs  
7 Juni Plassen/Victoria Terrasse  
P.O. Box 8114 Dep.  
N-0032 Oslo, Norway

[www.odin.dep.no/ud/norsk/index-b-n-a.html](http://www.odin.dep.no/ud/norsk/index-b-n-a.html)

### ***SPAIN***

Ministerio de Asuntos Exteriores  
Agencia Española de Cooperación Internacional (AECI)  
Avenida de los Reyes Católicos, 4  
E-28040 Madrid, Spain

[www.aeci.es/](http://www.aeci.es/)

### ***RUSSIAN FEDERATION***

Embassy and Permanent Mission  
Vienna, Austria

### ***SWEDEN***

Swedish International Development Cooperation Agency (SIDA)  
Sveavägen 20  
S-10525 Stockholm, Sweden

[www.sida.org/](http://www.sida.org/)

### ***UNITED KINGDOM***

United Nations and Commonwealth Department (UNCD)  
Department for International Development (DFID)  
94 Victoria Street  
UK-London, SW1E 5JL, United Kingdom

[www.dfid.gov.uk/](http://www.dfid.gov.uk/)



## Background

The UNIDO AE/JPO Programme was established jointly with UNDP in 1972 to provide young professionals who have limited or no working experience with an opportunity to work in the field. The programme is implemented through agreements concluded between UNIDO and the governments of donor countries to place these professionals at the service of the Organization and is funded entirely by the donor Governments.

## Objectives of the Programme

The aim of the AE/JPO Programme is to contribute to the achievement of the goals, objectives and implementation of the activities of the Organization by providing young graduates, who have limited or no professional experience, an opportunity to work in the field of international cooperation activities, thereby giving them an opportunity to gain experience in the field of international cooperation activities by means of a structured learning approach.

The main difference in the two categories of staff are that Associate Experts are experts in an area of specialisation and perform project related duties of a technical nature, mostly in projects in the field. JPOs, on the other hand, do not have a technical background and are generally economists. They are often based in a national or regional office and assist and coordinate a number of different programmes and projects.

The JPO/AE programme is entirely managed by UNIDO. For each JPO/AE a separate Trust Fund project is established by the donor covering all personnel costs as well as travel in the field and a training budget allocation.

## Selection and Recruitment Criteria

### Eligibility:

Applicants must possess the following qualifications:

National of the donor country. The Netherlands extends the programme also to nationals of a developing country or trust territory (recognized as such by the Netherlands).

University degree at MSc or MA level or at BSc or BA level with some relevant working experience;

Under 32 years of age.

In addition to these requirements, candidates should preferably meet a number of supplementary criteria, such as:

Be able to illustrate their interest in international cooperation

Have an active command of one of the official UN languages, and a working knowledge of a second.

### Selection Process

Responsibility for the selection and recruitment of the candidates has been delegated to UNIDO. Interviews are done jointly with the Ministry of Foreign Affairs of the donor.



## Appointment Procedure

After final selection and acceptance by the AE/JPO the following action will be taken prior to issuing the Letter of Appointment.

- Government clearance will be obtained by the UNIDO Representative in the duty station
- Full medical examination papers of the AE/JPO will be sent to UNIDO Headquarters to be cleared for appointment by the UN Joint Medical Service

## Assignment Duration

The duration of appointment shall be for an initial period of one year, to be extended for a further year, up to a maximum period of three years depending on the donor.

## Letter of Appointment

The Letter of Appointment will be issued based on the following conditions of service:

- The AE/JPO shall be subject to the authority of the Director-General of the Organization to whom they shall be responsible in the exercise of their duties. They shall not seek or accept instructions concerning the performance of their duties from any government, including their own, or from any authority outside the Organization.
- Appointment will be for an initial period of 1 year at the P-1/step 1 level for the first year, step 2 for the second year and P-2/Step 1 for the third year, depending on the performance of the AE/JPO. The entry level can also be at the P2 level depending on educational background and previous working experience.
- The Letter of Appointment shall include a statement of the benefits and allowances as governed by the Staff Rules and Regulations of the Organization and the donor agreement, which includes:
  - Net base salary plus a post adjustment component
  - Assignment Grant
  - Mobility and hardship allowance (if applicable)
  - Education Grant
  - Rental Subsidy
  - Repatriation Grant
  - Travel and shipment to and from the duty station and related costs and allowances for the AE/JPO and dependents, recognized as such by the Organization;
  - Travel costs within the country or area of assignment and training costs on the basis of the Duty Travel and Training Allowance (DTTA), as set out by the Minister;
  - Participation in the United Nations Joint Staff Pension Fund;
  - Participation in the Medical and Group Life Insurance plans of the Organization;



Any other costs incurred in accordance with the Staff Rules and Regulations as applicable to the Organization or the terms of appointment or as agreed upon by the Organization and the Minister.

## The Management of the AE/JPO Programme - Training Approach

Keeping in mind the aim of the AE/JPO Programme to contribute to the achievement of the goals, objectives and implementation of the activities of the Organization for the benefit of the developing countries and to provide graduates, who have limited or no professional experience, an opportunity to gain experience in the field of international cooperation activities, UNIDO envisages implementing the programme highlighting its training approach.

### Expected Results

By the end of the assignment the AE/JPO will have acquired specific substantive job related knowledge and skills as well as competencies for enhanced performance in the job functions.

#### *Job-related knowledge and skills*

- Knowledge of the industrial sector at the duty station and of the constraints for its development;
- Ability to prepare up to date country briefs and support strategies highlighting critical industrial development issues of the country;
- Ability to appraise and formulate projects/programmes addressing critical industrial development issues of a country;
- Knowledge of UNIDO's guidelines and procedures for project approval;
- Ability to formulate terms of reference, job descriptions and project or programme documents addressing industrial development needs;
- Capability of monitoring ongoing programmes and projects, identifying bottlenecks in their effective implementation and responding to problems;
- Familiarity with the funding potential for technical cooperation in the country as well as the related guidelines and procedures of UNIDO in funds mobilization;

#### *Competencies*

A competency is a faculty developed and demonstrated on one job and transferable to another job. Transferable competencies are the most basic and critical units of any job and become invaluable cornerstones for the future. The AE/JPOs will have developed competencies such as:

- Openness to learning
- Team working
- Working under time pressure and time management
- Negotiating skills
- Analytical abilities and report writing



- Good communication and interpersonal relation skills
- Innovative thinking in project management
- Flexibility and positive attitudes
- Resourcefulness in developing new modalities when bottlenecks occur
- Creativity in problem solving

### **Supervision, Training and Monitoring**

Striving for the highest standard in training and supervising AE/JPOs, and to make their assignment at UNIDO a valuable experience for them and a worthwhile investment for the donor, UNIDO provides a structured learning/training environment with clearly measurable modalities. In addition, a systematic approach to monitoring and evaluation has been focussed on as they supplement, reinforce and support each other.

#### **Supervision**

While the overall academic qualifications of AE/JPOs are usually high, their performance in a practical working environment differs. Therefore, particular attention will be paid to the guidance and supervision that is crucial for the professional development and for the general success of the assignment.

The UNIDO Representative in the field is the immediate supervisor of the AE/JPOs with the Director of the respective Regional Bureau for JPOs. The Team Leader/Project Manager at headquarters is the supervisor for AEs and substantive issues performed by JPOs. In the absence of a UNIDO Representative at the duty station, arrangements would be made with either the UNDP Resident Representative, CTA of the Project or the National Programme/Project Director to serve as immediate supervisor.

#### **Training**

Training should be viewed as being both “external” and as an “in-service” learning experience under the guidance of a supervisor or a specialist. Learning is a constant and continuous process and the emphasis should be on learning on-the-job rather than solely on formal training. It should, therefore, be possible to include formal learning elements in the work plan and identify areas in which more intensive training is required to improve performance thus putting the training/travel budget provided to optimal use.

Training in the traditional sense will continue to be provided to the new staff, for general orientation, understanding the UN system, for team building and more. However, to be efficient and effective, such training should ensure that the AE/JPOs have to be participatory, proactive, incorporate simulations and learning, and include working in small groups, teamwork and team building activities.

#### ***The Induction Programme and the First Year:***

JPOs have a brief two days administration briefing at UNIDO Headquarters prior to their departure to the designated duty station where the UNIDO Representative will give them on-the-job



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induction training. After 6 months they will return to Headquarters for a one-week assignment review and training and, a year later, for a mid-term review.

AEs have tailored individual briefing schedules with the Project Manager, who is the direct supervisor, other substantive offices, and the Field Operations and Administration Division on administrative issues.

The first session includes a discussion and explanation of the Terms of Reference. The job description will clearly state all tasks to be performed, the qualifications required, and provide background information on the project/programme concerned. Further, it will describe in detail the learning elements and training components for the duration of the assignment.

The supervisor will describe the overall goal of the project and explain the contribution that is expected from the AE/JPO. A project plan and an agenda for the first three months will be provided to help the AE/JPO locate their position within the project. The supervisor will be available for consultation and questions and monitor the progress of work. After this time the AE/JPO should be familiar not only with his/her specific assignment but also with the overall institutional framework and UNIDO/UN procedures. They should then be able to contribute to the preparation of a realistic work plan for the rest of the first year and to assess if revisions of the Terms of Reference are necessary, in order to better use their specific competencies and qualifications. Consensus should be reached on the content and extent of changes of the revised work plan.

### *Extension of Contract for the Second and Third Year*

Before the first year is completed, an evaluation of the performance will be prepared and the work plan for the second year established. This is a good opportunity to review, together with the AE/JPO, the work progress and their experience during the past year. Again, the work plan will mention clearly the learning elements for the second year and a consensus will be reached on the long term learning goals. Likewise, this exercise will be repeated for the third year.

### *End of Assignment Performance Review and Evaluation*

The final evaluation provided by UNIDO at the end of the assignment should be able to assess the success of the assignment by comparing the measurable results with the objectives of the programme. It will be a comprehensive report, which would include systematic performance as well as professional growth evaluation. All reports will be discussed with the incumbent and made available to the donor. Such reports will also serve as a source for general discussions with the donor and possible changes in the approach in managing and monitoring the programme.

### *Learning Through Mentoring*

Mentoring is being increasingly used as a means of fostering employee learning and development. In addition to on-the-job and external training, the introduction of mentoring, as an informal pilot project, is envisaged to take continuous learning a step further. It will ensure that, in addition to learning from the direct supervisor, the JPO/AE will have the opportunity to benefit from the expertise of other professional staff at UNIDO.



### *Definition and scope*

A mentor is a guide with experience, managerial and technical competencies, skills with knowledge in a specific subject matter, who is able, willing and available to share this knowledge with another person. The concept of mentoring reflects a relationship between two individuals, usually a senior and a junior employee, whereby the senior employee takes the junior employee “under his or her wing” to teach the junior employee. The mentoring relationship is distinguished from other organizational relationships, in that the involved individuals may not formally work together. Regardless of the method, mentoring is an effective teaching and learning approach and can be a key strategy for enhancing individual growth.

### *Goals*

The goals of mentoring can be focused in a variety of ways. This programme will concentrate, however, in developing skills and competencies to further enhance career development.

- Mentoring for skills development helps a mentee develop one or more needed skills or competencies. The mentor provides information and suggests ways in which the mentee can learn and practice new skills.
- Mentoring for career development stresses upward mobility and career enhancement as opposed to behaviours and activities that promote skill performance. In this case, the mentor typically comes from a higher level within the organization and the focus is on the mentee’s career path. A good mentor can be a valuable career asset.

### *Characteristics of the mentor and mentee:*

#### **The Mentor:**

- Experience, competencies, skills or knowledge in a specific area.
- Genuine interest in mentoring.
- Willing and available to share his knowledge.
- Managerial competencies.
- Listening and communication skills.
- Patience and ability to understand others.
- People oriented.

#### **The Mentee:**

- Willingness to assume responsibility for his/her own growth and learning.
- Demonstrated ability to succeed.
- Record of seeking new responsibilities or assignments.
- Receptivity to feedback.
- Willingness to communicate on a regular basis with the mentor.



*The mentoring process:*

The process of mentoring will be informal. It will, however, be monitored and appraised for its added value to the programme.

**Target Persons :** As the JPO/AE programme primarily deals with technical assistance at different levels, it is anticipated that the main target group are staff members of the substantive divisions, although other staff members could also be called upon.

**Selection Criteria:** The criteria for matching mentors and mentees will involve assessing the technical knowledge and competencies required of a successful mentor as well as the requirements and abilities required for the mentee to grow from the experience.

**Development Plan:** A plan will be outlined at the initial stage between the two members, which describes how the developmental goals of the mentee will be achieved. The plan should include the focus or goal of the relationship, the duration, frequency of communication and roles of the mentor and mentee. If required, the mentee may also be “rotated” between different mentors so that they gain cross-functional experience.

**Coordination:** The person in charge of the JPO/AE programme will coordinate the programme, monitor its effectiveness and constantly adapt to needs of the participants. In addition, will serve as the mentor to orient the JPO/AE to the organization and address social and personal issues that may arise on the job.

**Conclusion:** The outcome of the mentoring experience will be evaluated and assessed on an on-going basis. The success of the programme will be determined by the commitment of both parties. If the mentees have received important career advice and advanced learning skills doors, that might otherwise have remained shut, can be opened to successful entry into the business world.



## Monitoring the Programme

It is becoming increasingly vital to ensure that the programme is a success and to continue maintaining UNIDO's high reputation with the donors and participants of the programme alike. The Project Personnel Section, Human Resource Management Branch, will therefore closely monitor the attainment of the goals and objectives of the programme.

PHASE	ACTIVITY	
<b>PRE-APPOINTMENT</b>	Prepare Vacancy Announcements	
	Pre-Screen and Reply to Applications	
	Conduct Interviews	
	Final Selection of Candidates	
	Reference Checks with University and Employers	
	Administrative Processes (Medical and Government Clearances and Provision of Information)	
	Issue Letter of Offer	
	Arrange for Travel/Visa and Hotel Accommodation Logistical Provisions (Office Space, Equipment, etc.)	
<b>AT ENTRY ON DUTY</b>	Induction and Initial Briefing	
	First General Assessment of Assignment and Performance Identify Strengths, Weaknesses and Deficiencies	
<b>AFTER 3 MONTHS</b>	Set Learning Goals Identify Training Needs Establish Work Plan for the Year	
	<b>AFTER 9 MONTHS</b>	Evaluate Performance and Request for Extension of Appointment Establish Work Plan for the Second Year Review Learning Goals Identify Deficiencies and Modify Learning Goals Schedule Training Activities
		<b>AFTER 21 MONTHS</b>
<b>AFTER 36 MONTHS</b>		Termination and Repatriation