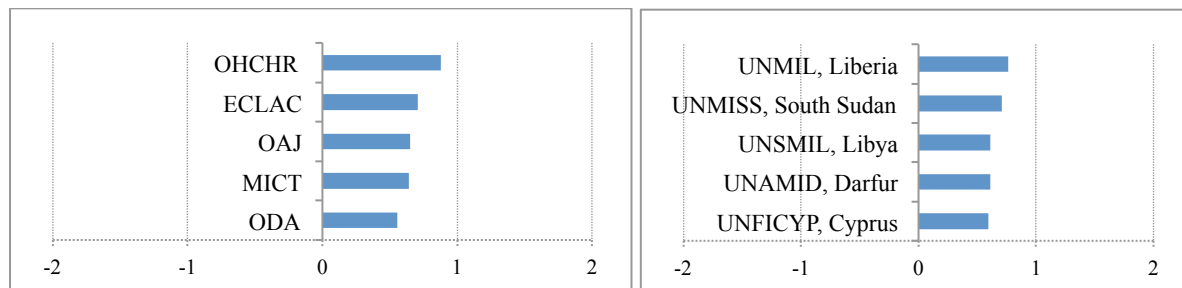


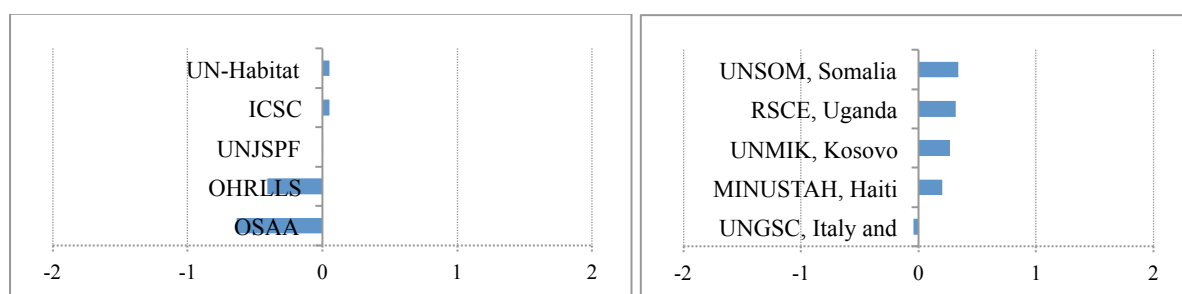
UN Global Staff Survey 2017: Summary results – more inside

According to staff, the Top 5 best UN departments and missions in which to work...

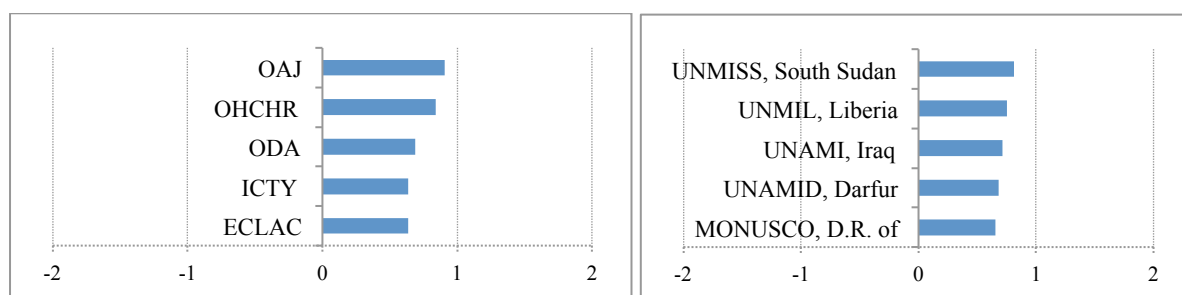
Based on ranking of total average scores in the survey. Scores are assigned to answers with +2 being the most positive (strongly agree) and -2 the least positive (strongly disagree) as per the methodology inside.



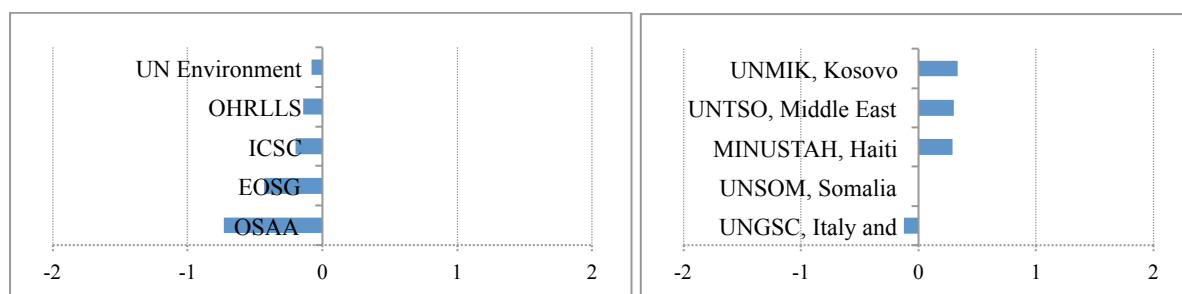
and the bottom five.



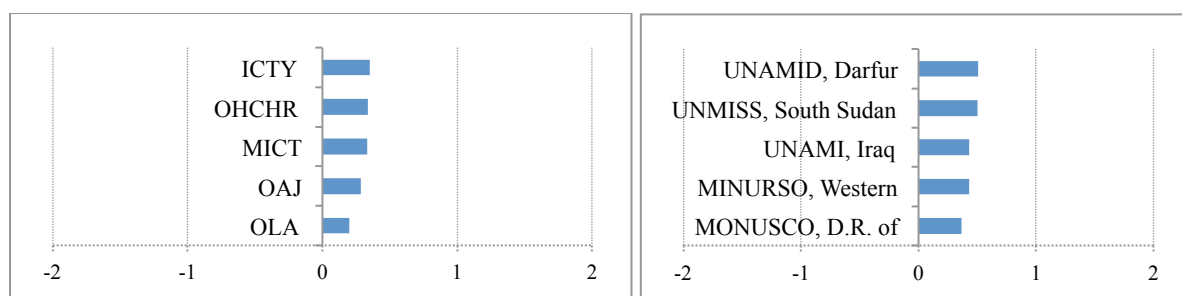
The departments and missions where staff feel the most empowered...



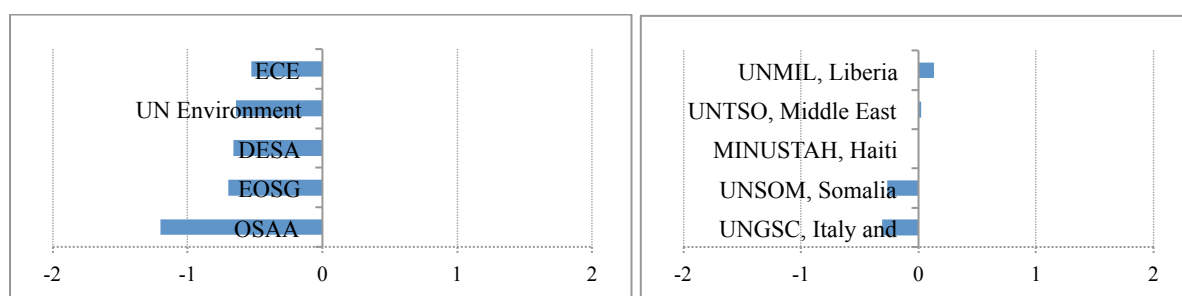
and the least empowered.



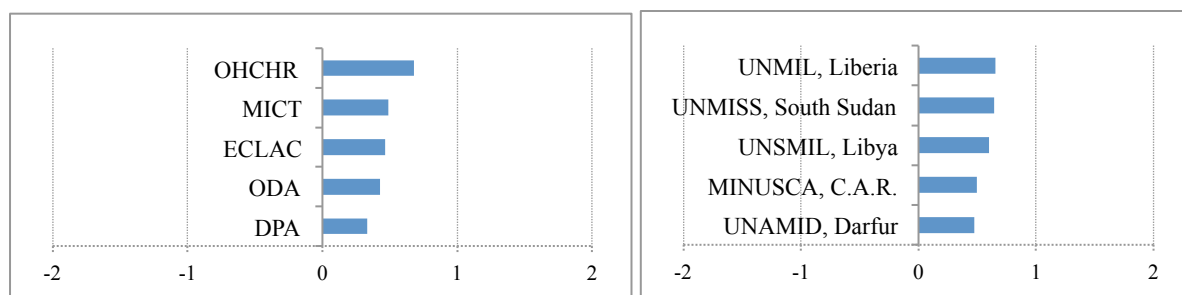
The departments and missions staff find the least bureaucratic...



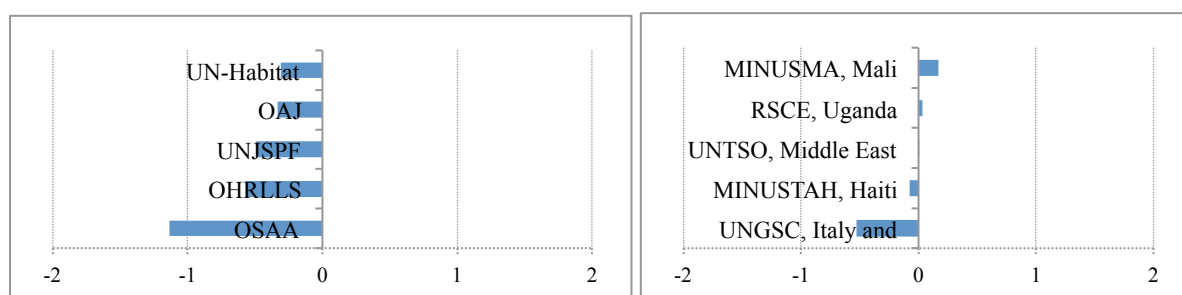
and the most bureaucratic.



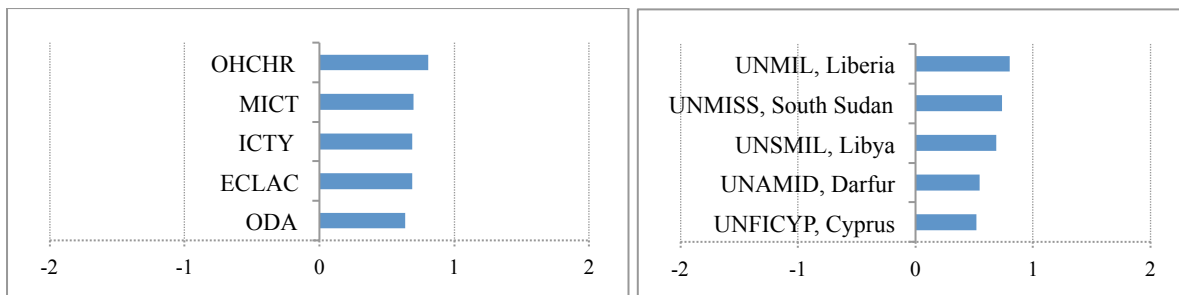
The departments and missions where staff find the best leadership...



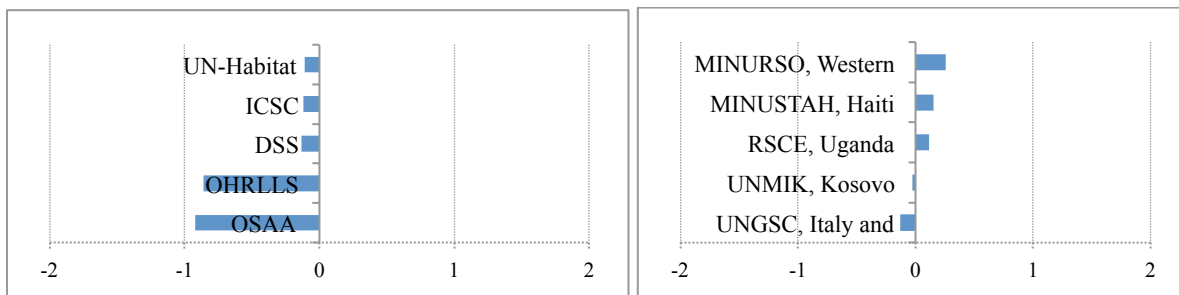
and the worst.



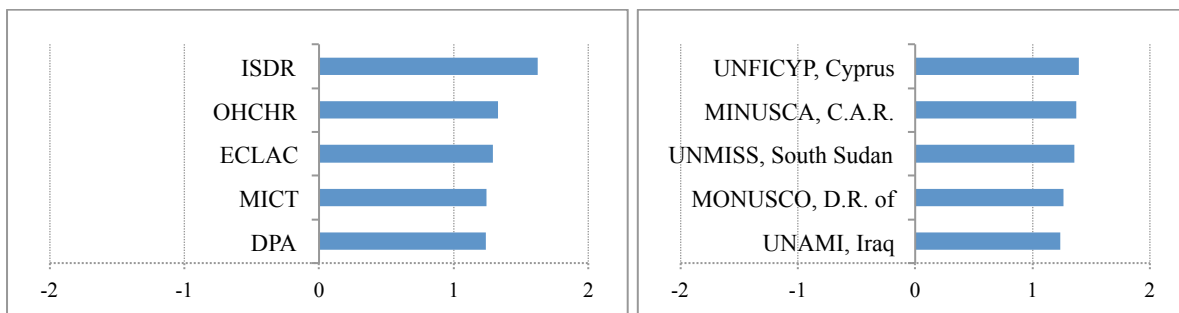
The departments and missions staff find the most ethical...



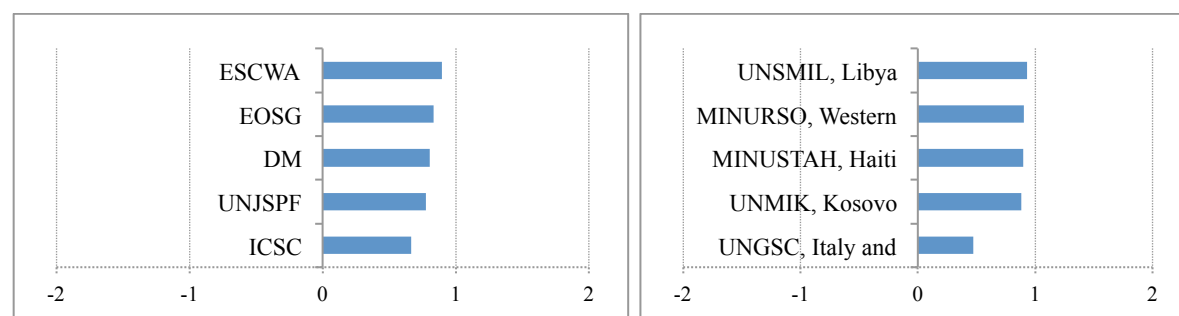
and the least.



The departments and missions where staff are the most positive about the UN...



and the least.



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For the raw data: visit URL: http://bit.ly/2msn2n0	

How the survey works

The Global Staff Satisfaction Survey 2017 was run between 13 and 24 February by the staff unions of the UN Secretariat and open to all UN Secretariat staff regardless of contract type. The questions were in English and French. Four thousand staff replied, representing 10 percent of the UN Secretariat.

The results are sorted by department or mission, thereby providing a useful comparison of staff impressions, as well as a starting point against which to measure the results of future such surveys.

Questions were asked under nine categories, with average scores generated for each question, category and overall. The scores range from -2 to +2. The higher the score the more positive the response of the staff member on a particular issue.

The results, prepared using the methodology below, are presented as follows:

- comparative bar charts by department or mission for question categories and select questions;
- all average scores by department or mission for questions, categories and overall; and
- all comments by department or mission.

In addition, the raw data for the survey is available at <http://bit.ly/2msn2n0> so that staff can analyze and draw their own conclusions.

The results for a large number of departments are consistent across many questions and categories, providing a useful validation to the results. These results can therefore be useful for:

- staff making career choices;
- the Secretary-General in making hiring decisions and monitoring performance of department and mission leaders;
- department heads in identifying strength and weaknesses; and
- staff representatives in identifying areas of concern for staff.

This is the first time that such a survey has been carried out at the UN in recent memory. As such, there will be room for improvement in the questions and methodology, and lessons will be learned.

Feedback received from staff during the survey included:

- enabling data to be categorized by gender;
- enabling data to be categorized by FS/P/D/GS (and related categories), in order to make further sense of the questions on supervision;
- adding some more poignant questions;
- drilling down to divisions.

It was also pointed out that each department or mission might have a particular mindset, making comparisons across them difficult. We recognize that this is an obstacle, although one that may gradually reduce as more staff become mobile.

We hope you find this report useful.

Methodology

The survey asked 29 questions grouped into the following categories:

- job satisfaction;
- career development;
- quality of supervision;
- leadership;
- ethics and organizational culture;
- empowerment;
- internal communication;
- work-life balance; and
- overall impressions of the UN.

There was also an opportunity to leave open-ended comments.

For each question, staff could choose between five answers. Once the survey was closed, the answers were placed on a numerical scale from +2 to -2, as follows:

- strongly agree, +2;
- agree, +1;
- neither agree nor disagree, 0;
- disagree, -1; and
- strongly disagree, -2.

Scores were generated by department or mission for each question by taking the average score for that question. Scores were then then generated for each category of questions and by department or mission by taking the average for each question score, equally-weighted, within that category. An overall score was then generated by department or mission, by taking the average for each category score, equally-weighted.

In order to ensure significance, departments or missions with fewer than five respondents were excluded from the comparisons.

Given the non-uniformity of the answers to the duty station question, these were not included in the analysis.

It was noticed early on that departments and missions followed significantly different trends. For this reason their data was separated for most of the comparative bar charts.

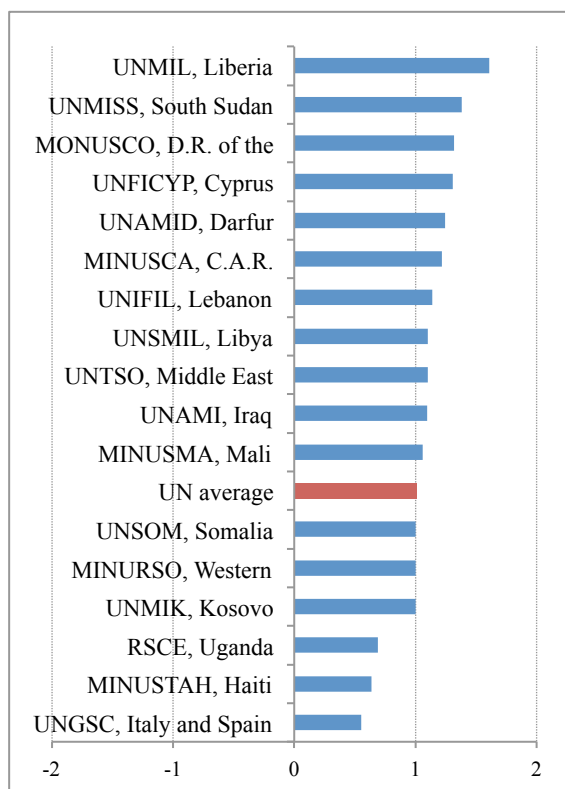
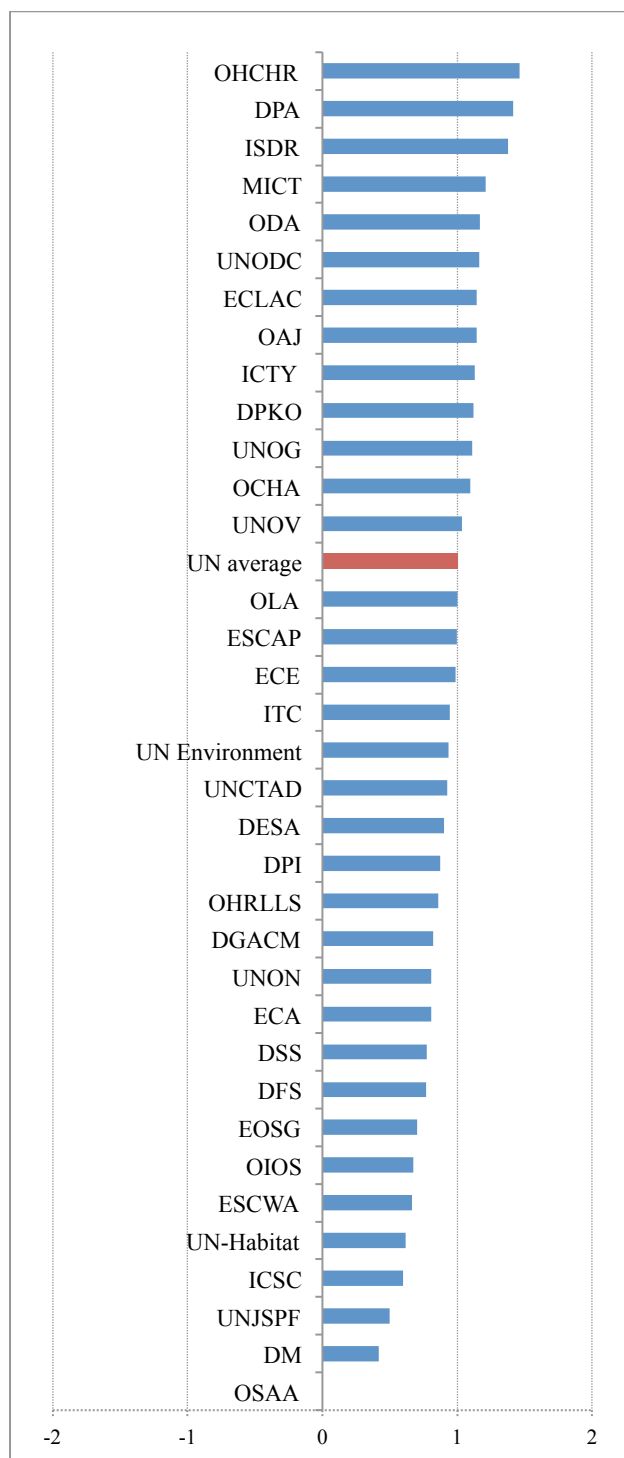
With regards to the open-ended comments at the end staff were advised that these would be published anonymously. However, a number of comments that made direct allegations against fellow colleagues were removed.

Comparative bar charts of key question and category scores by department and mission

Key question: Job satisfaction

I am proud to tell people that I work for my department

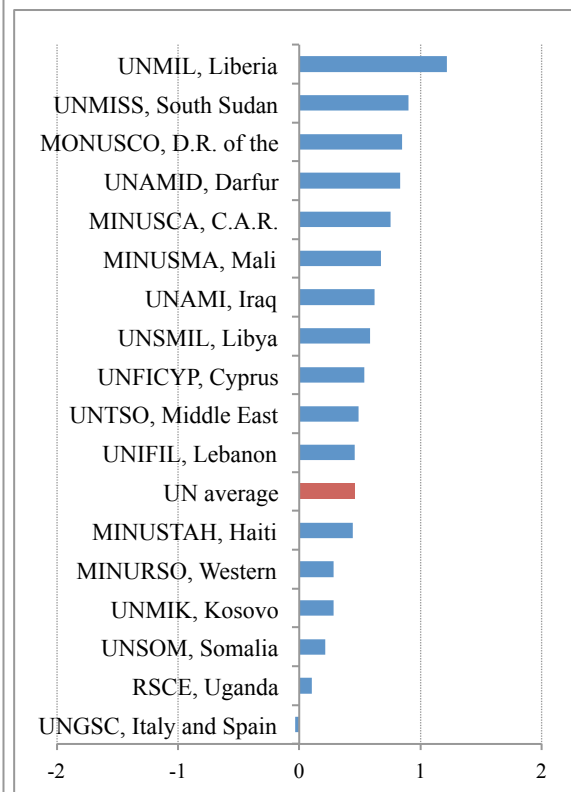
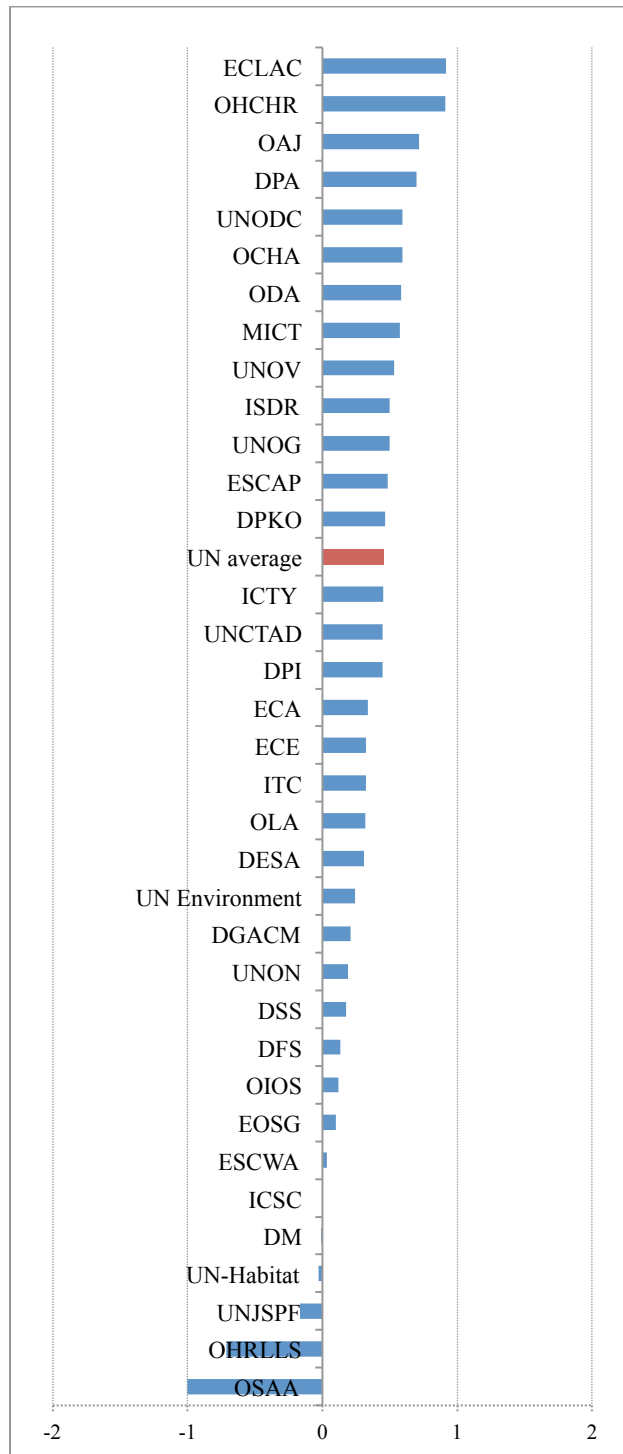
Je suis fière de dire que je travaille pour mon département



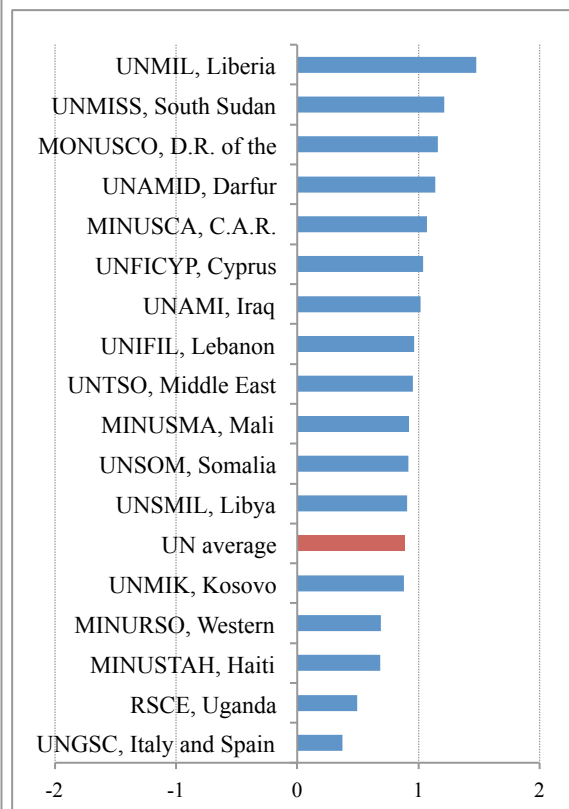
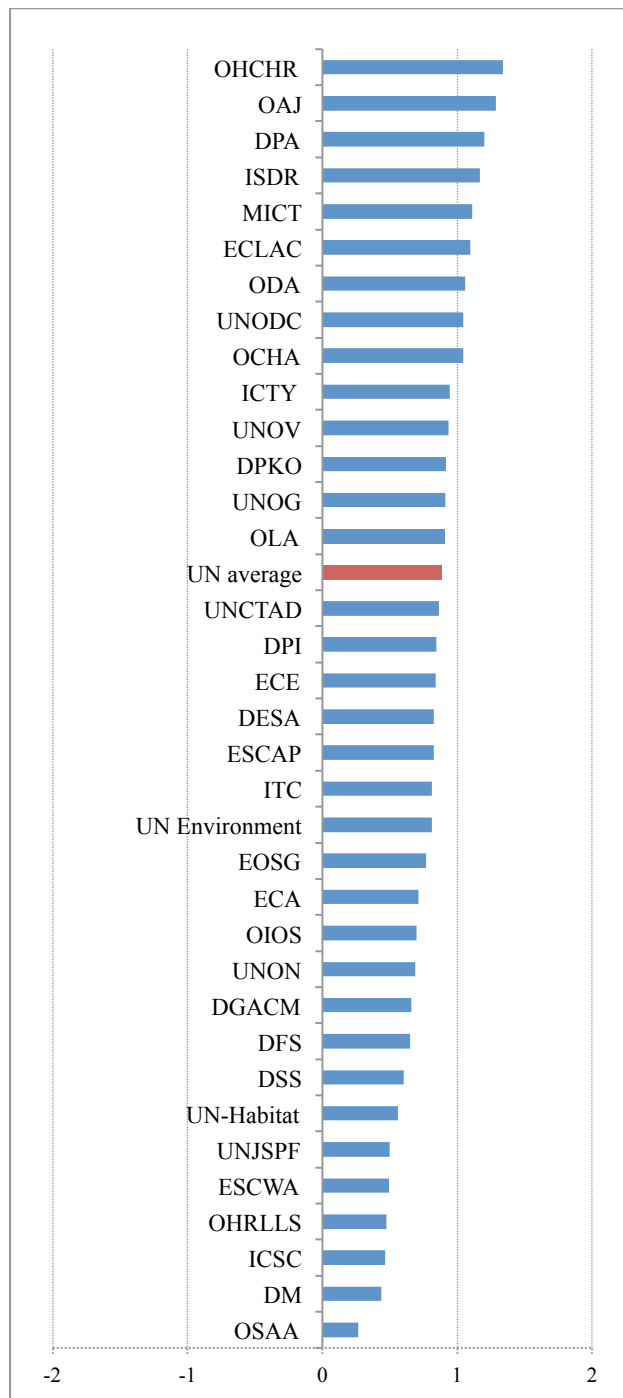
Key question: Job satisfaction

I feel happy and motivated coming to work

Je me sens heureux et motivé d'aller au travail



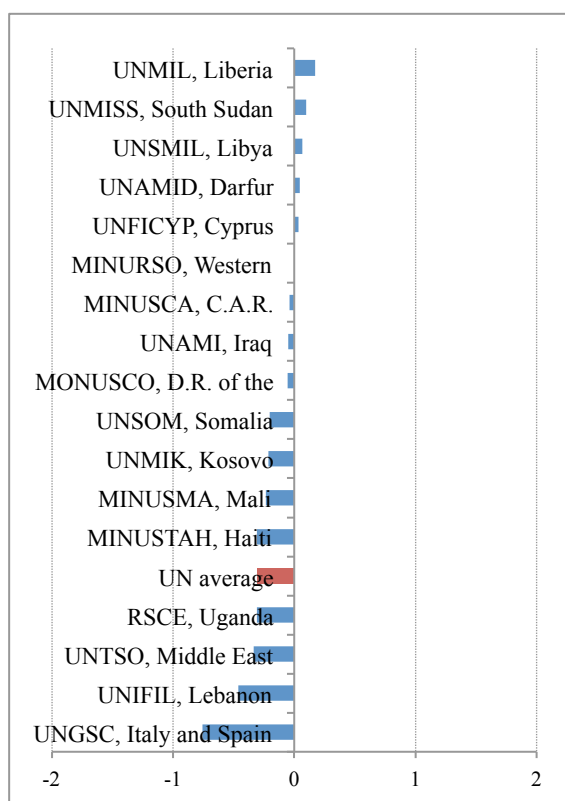
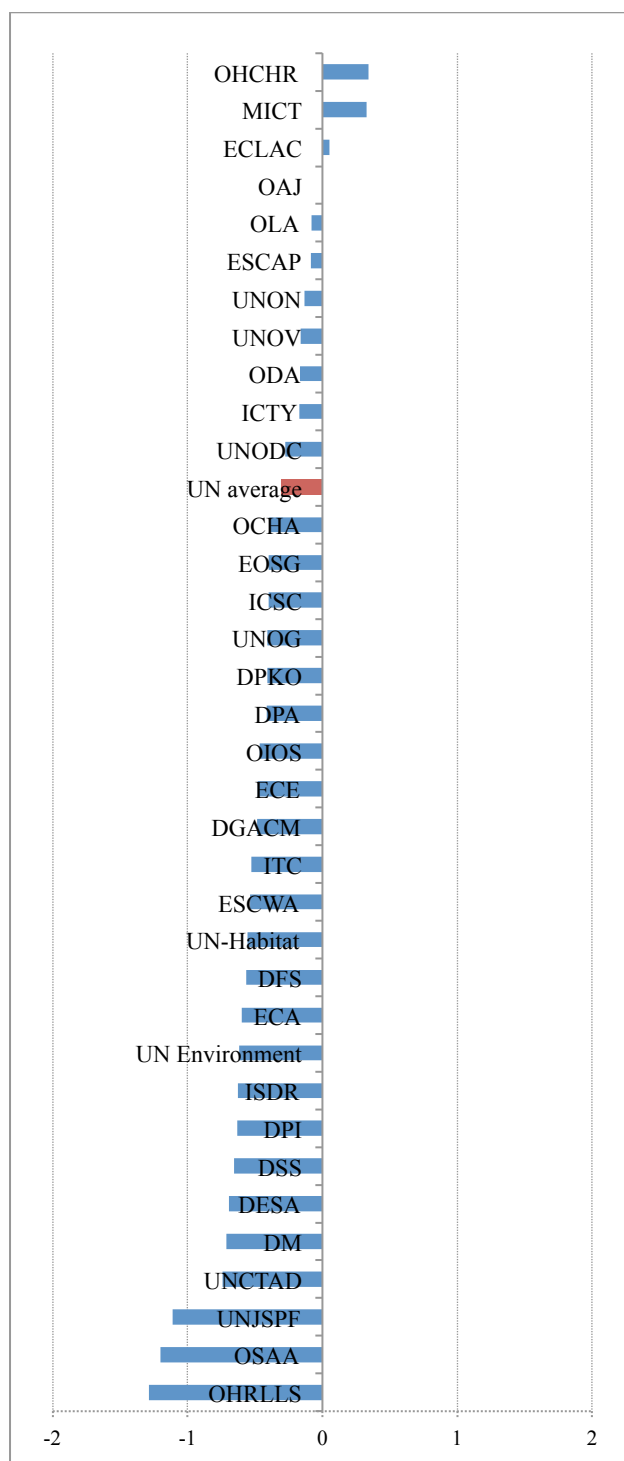
Overall score
Job satisfaction
Satisfaction professionnel



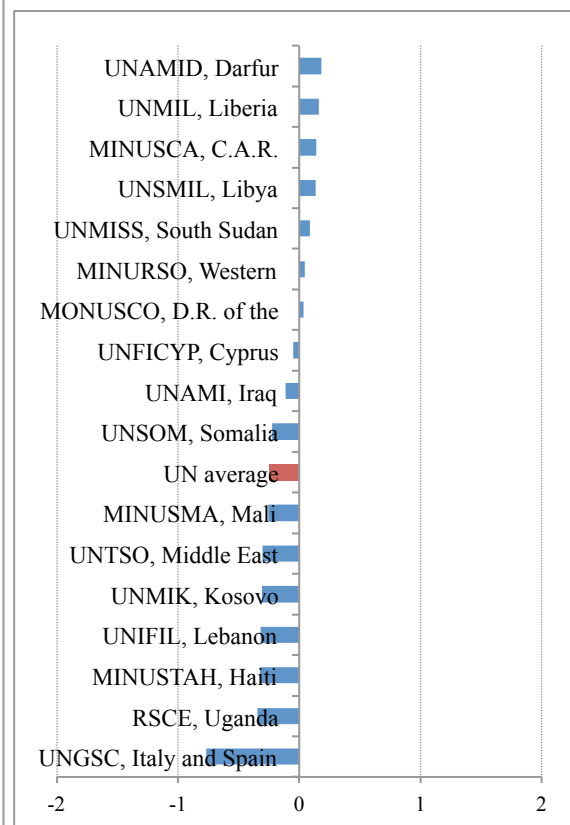
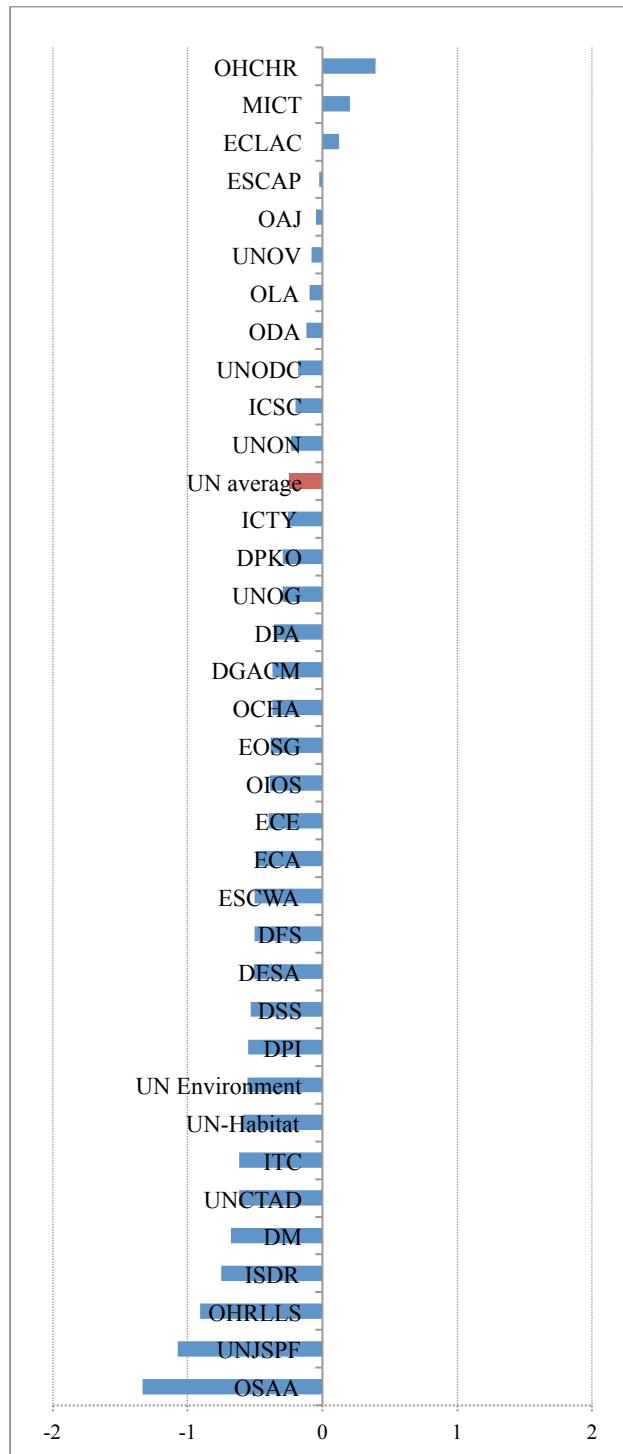
Key question: Career development

My department appoints the right people for the right jobs

Mon département nomme les bonnes personnes pour réaliser les bonnes tâches



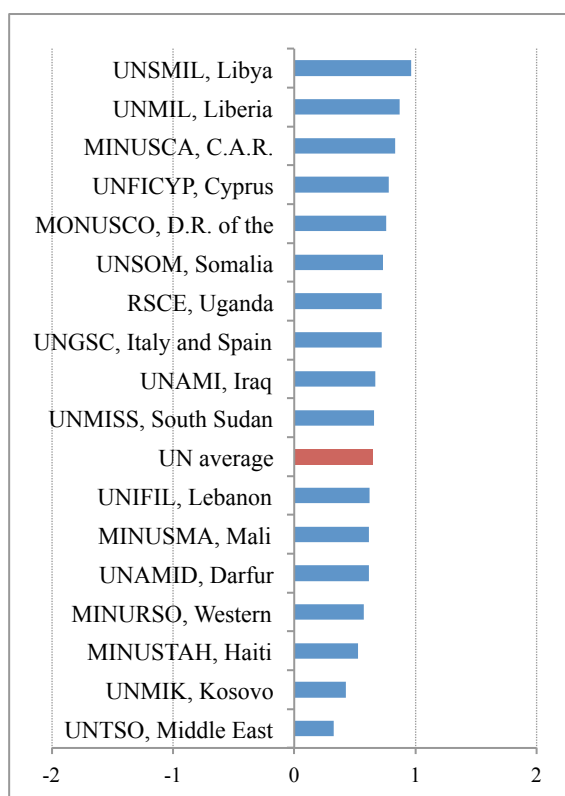
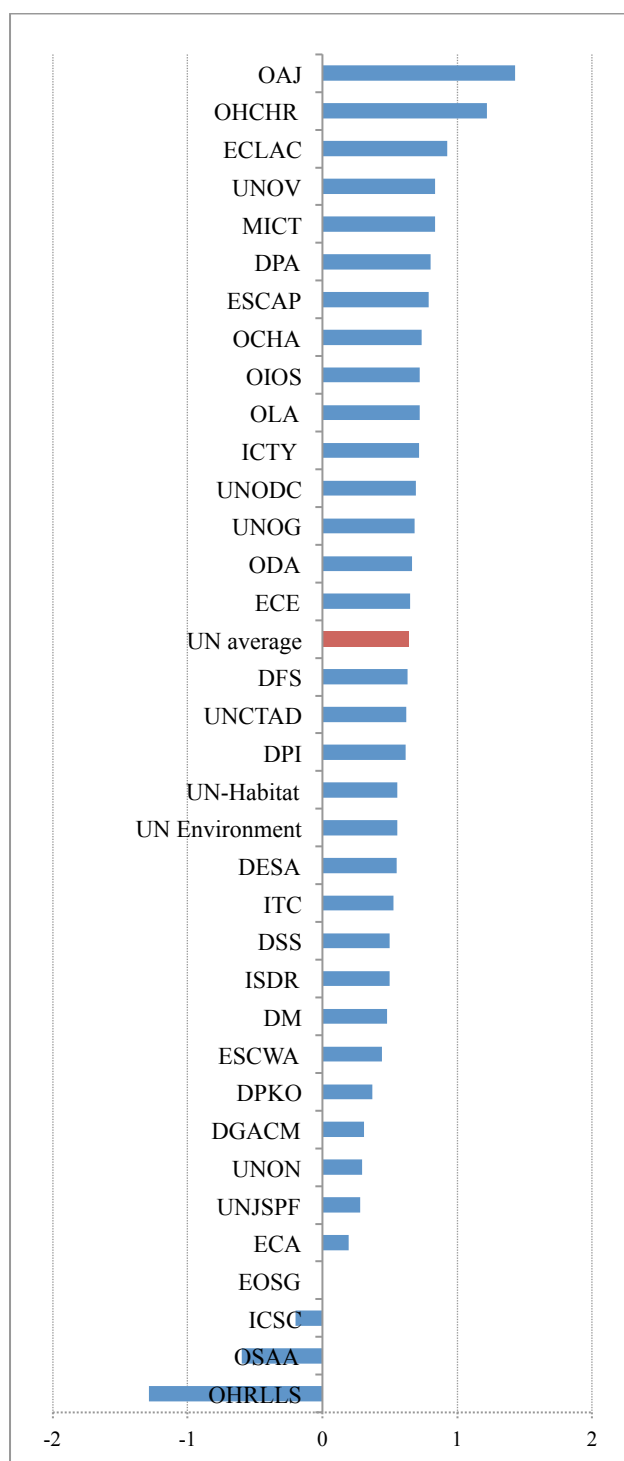
Overall score
Career development
Développement de carrière



Key question: Supervision

My supervisor is open to new ideas and suggestions

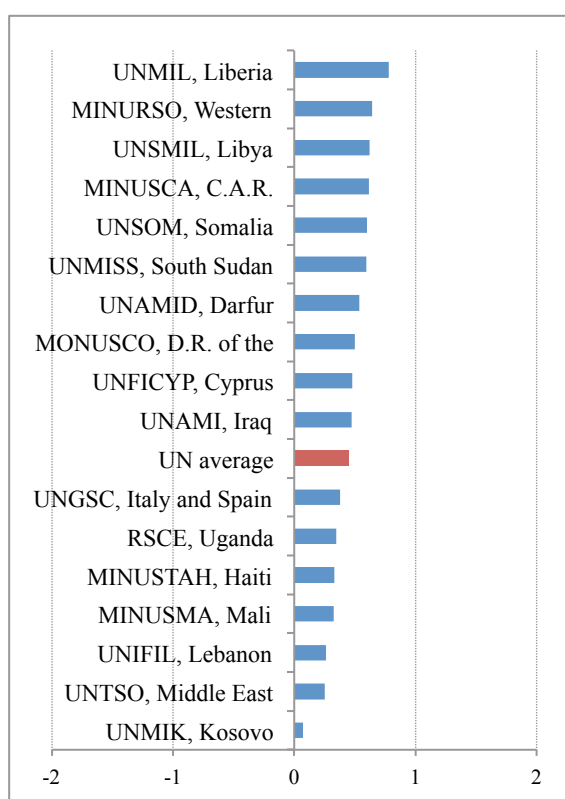
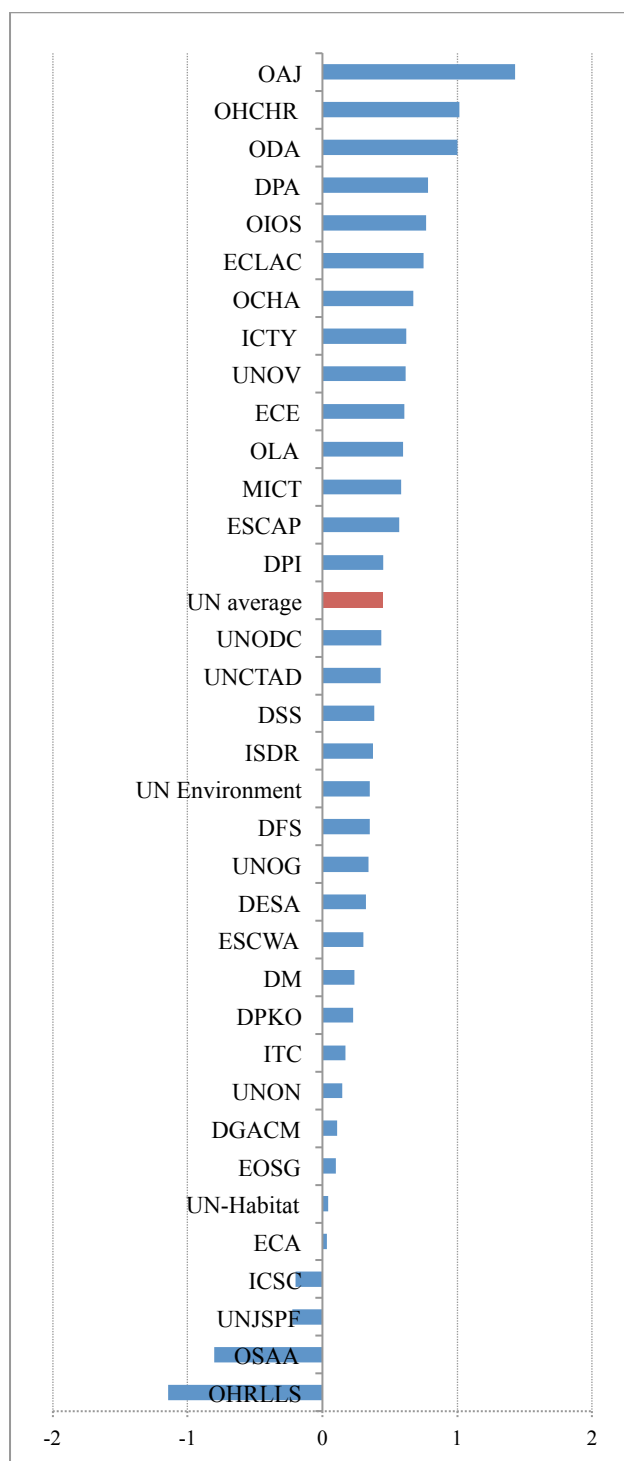
Mon superviseur est ouvert aux bonnes idées et suggestions



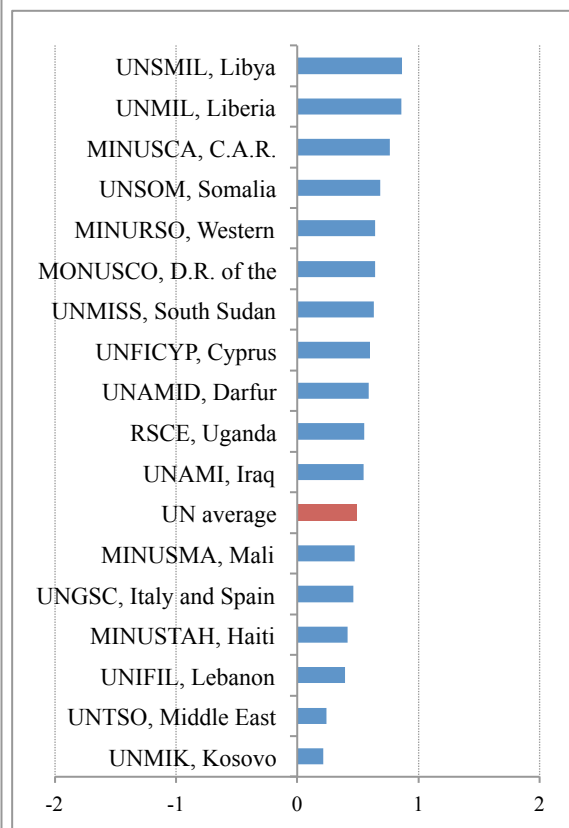
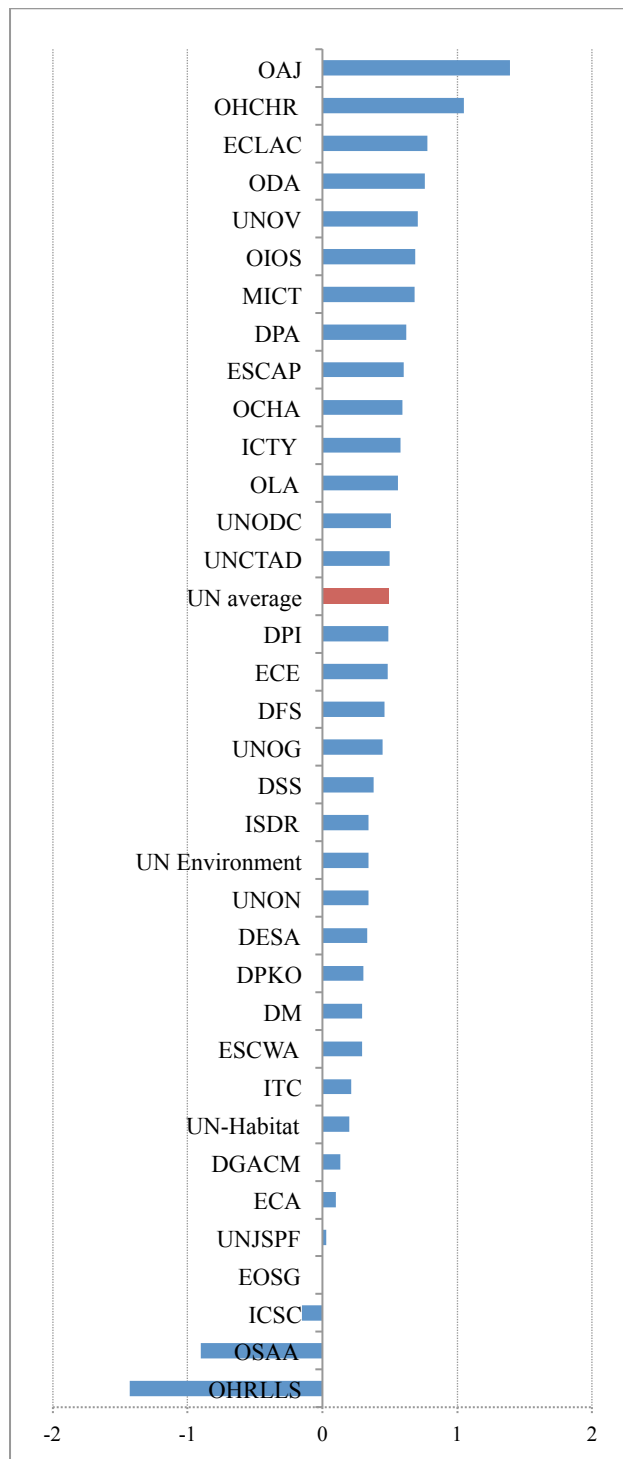
Key question: Supervision

I receive prompt acknowledgment and recognition for doing good work

Je reçois immédiatement reconnaissance et appréciation pour le bon travail que je fais



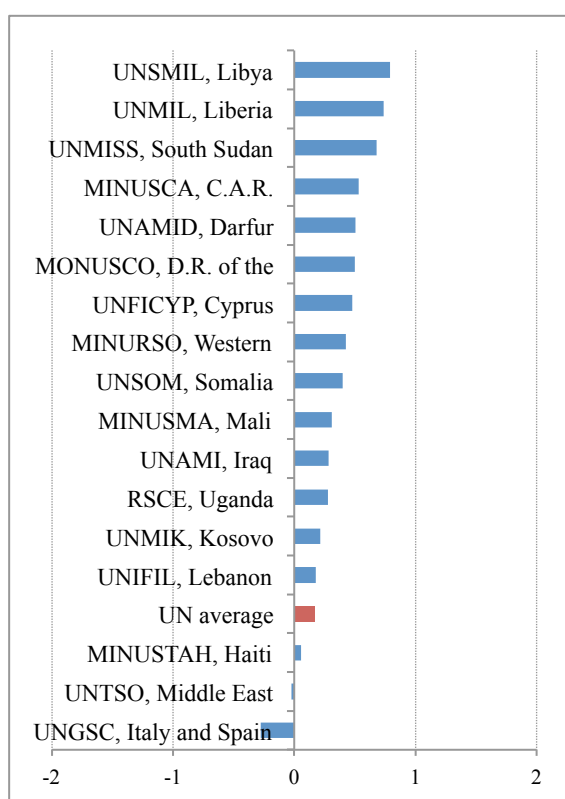
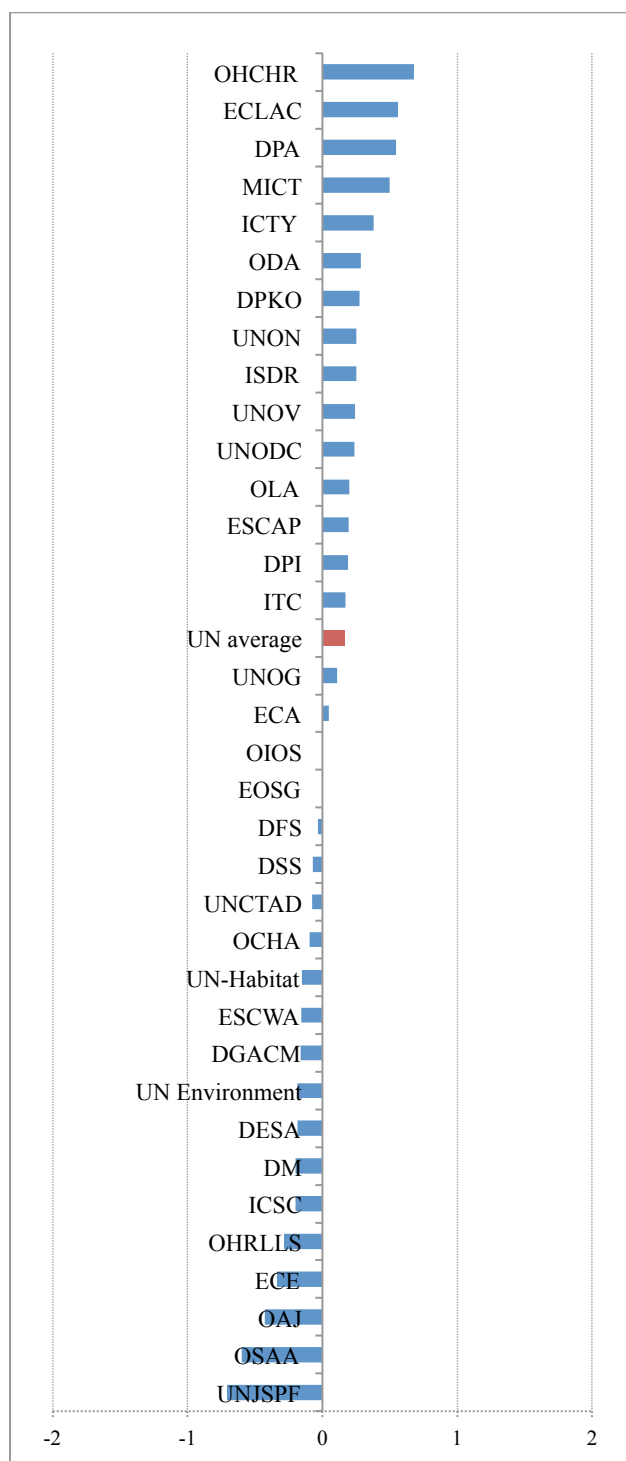
Overall score
Supervision
Supervision



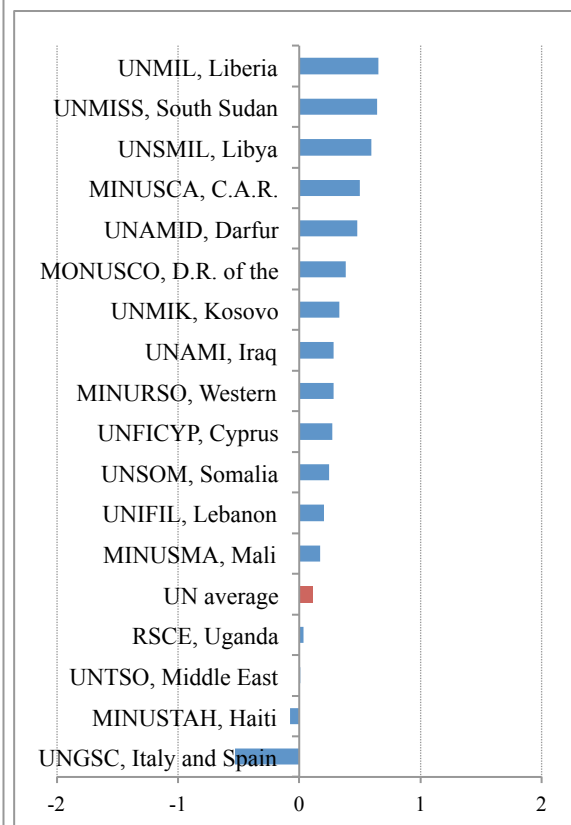
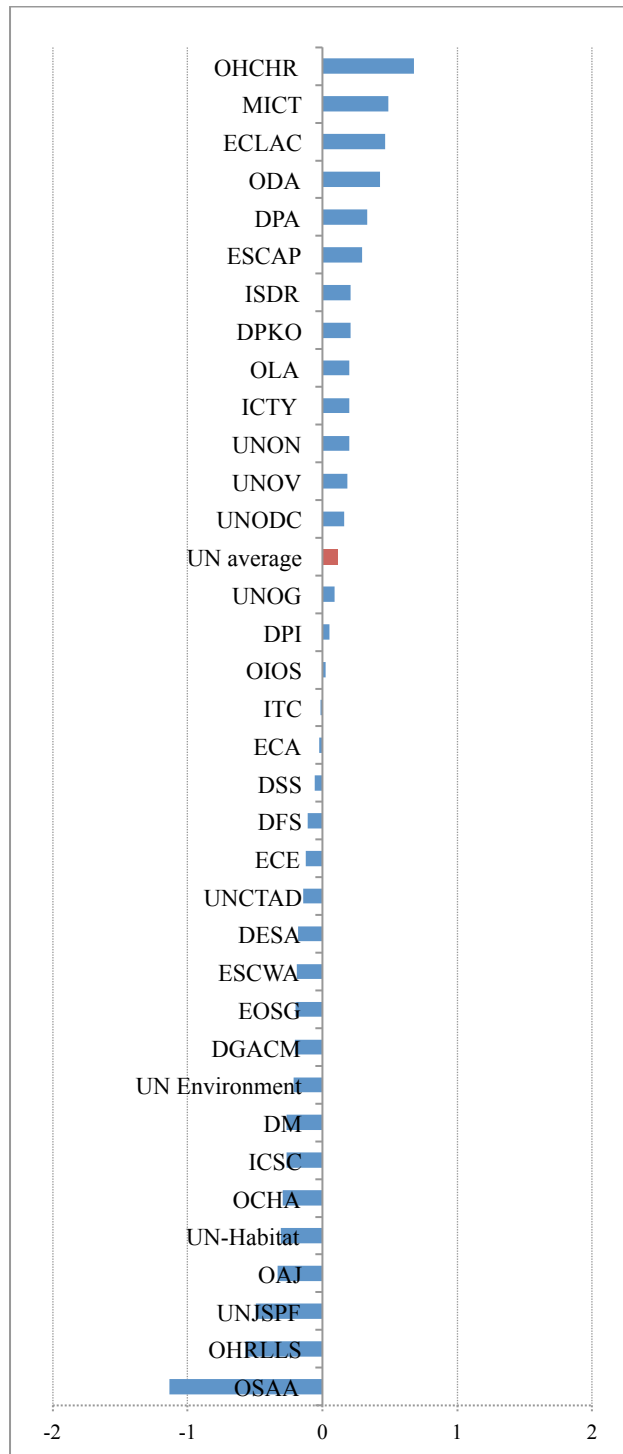
Key question: Leadership

I have confidence in my department's leader

Je fais confiance au chef de département



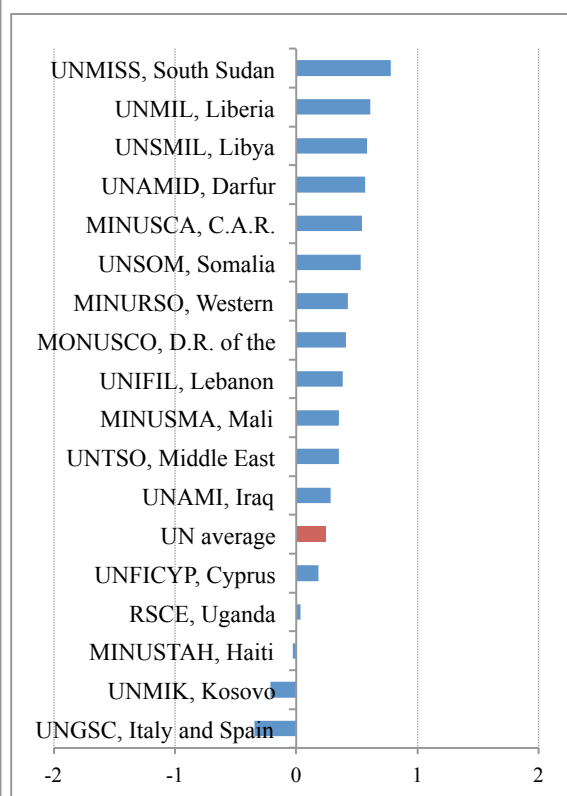
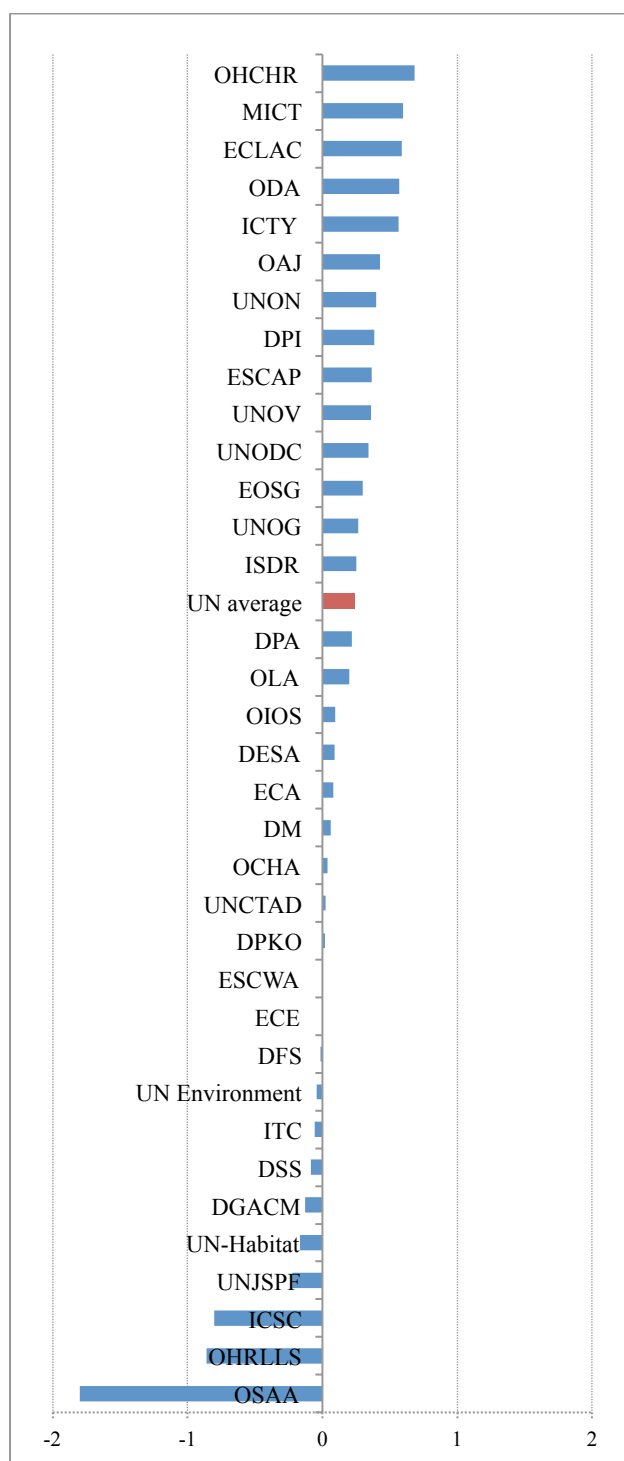
Overall score
Leadership
Leadership



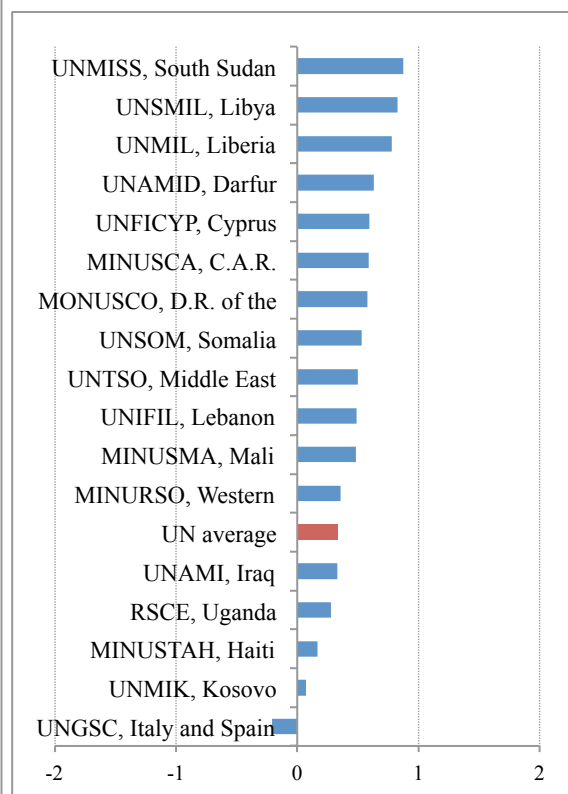
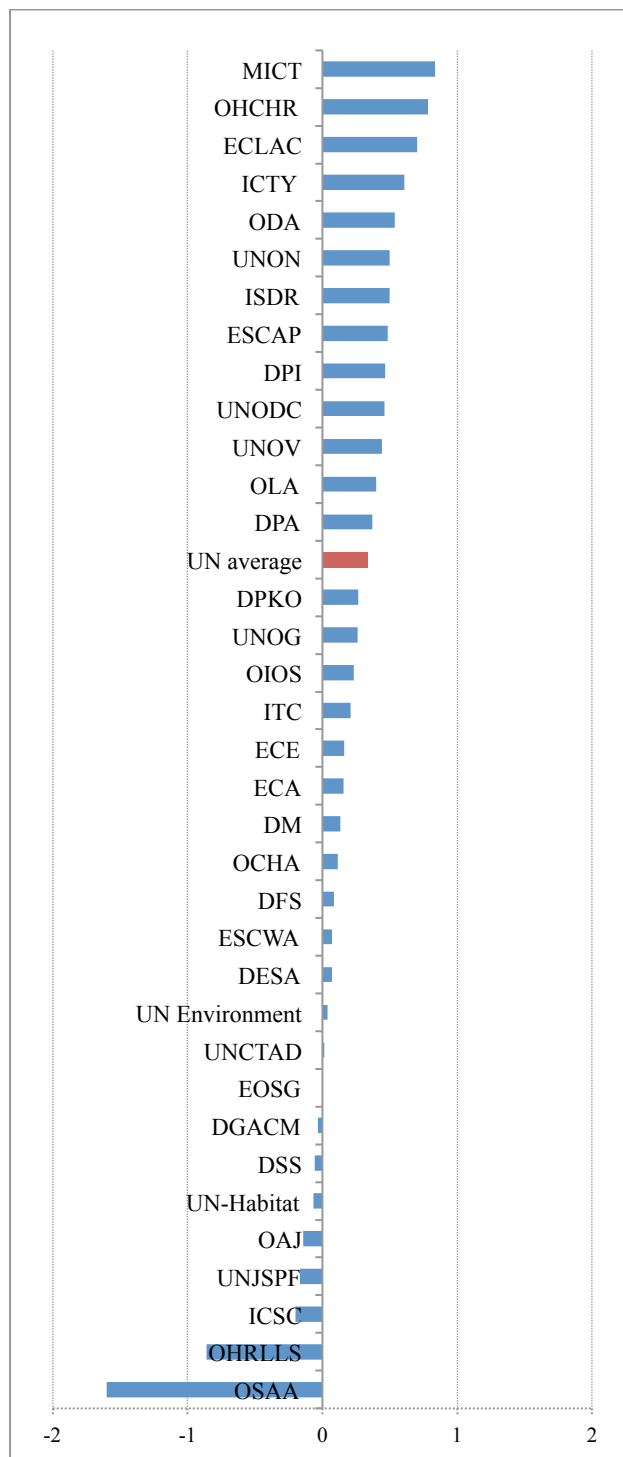
Key question: Ethics and organizational culture

My department is free from harassment or abuse of authority

Mon département ne connaît ni le harcèlement ni l'abus d'autorité



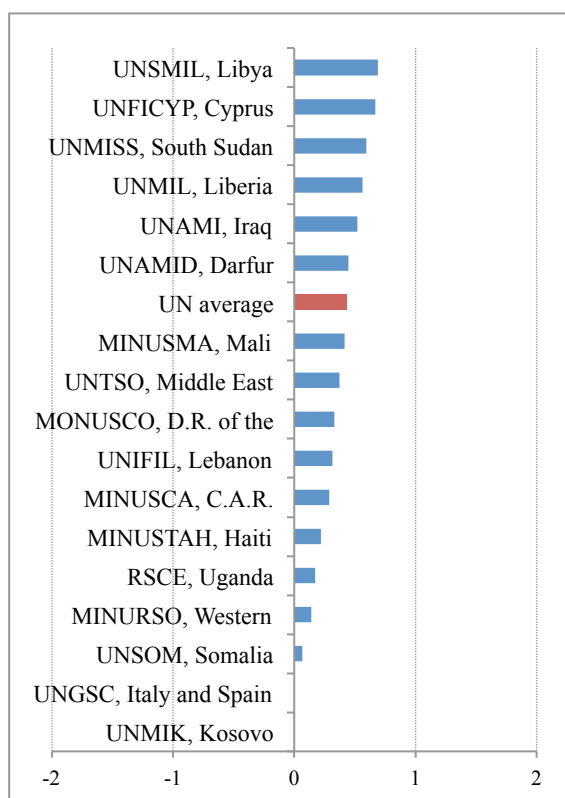
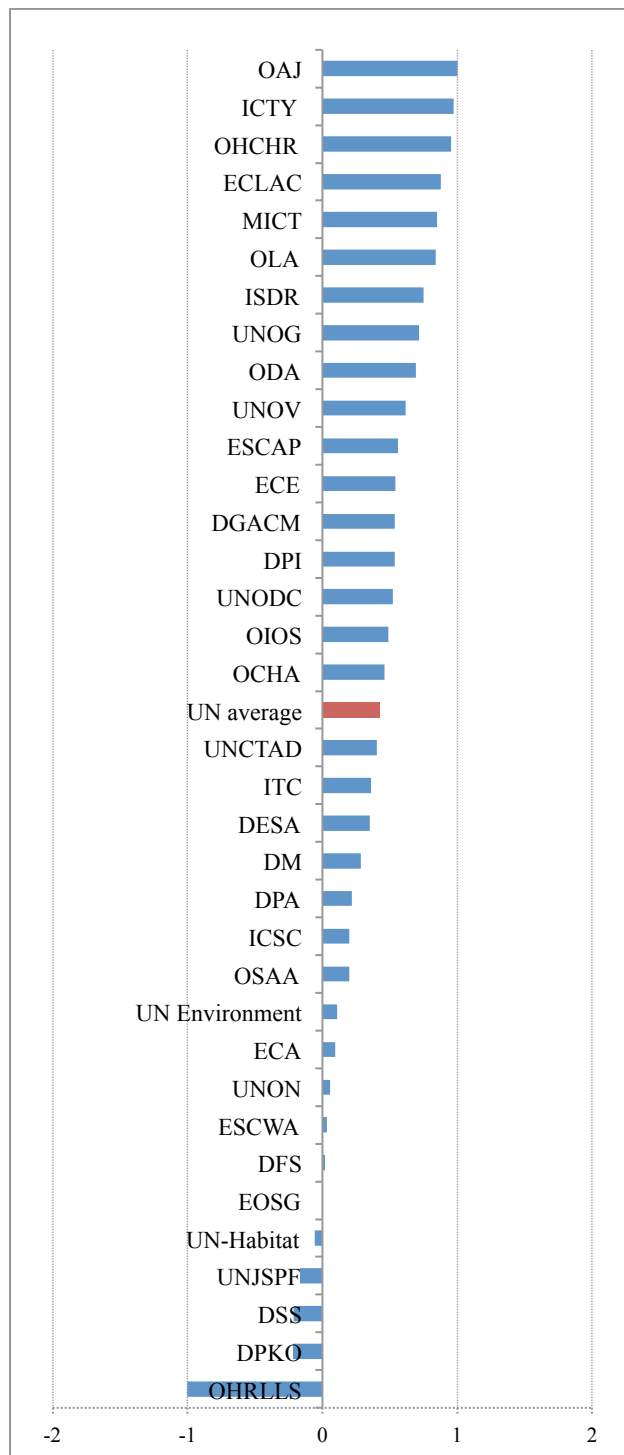
Key question: Ethics and organizational culture
My department operates with integrity
Mon département opère en toute intégrité



Key question: Ethics and organizational culture

People in my department are treated equally regardless of race, religion, gender, sexual orientation or disability

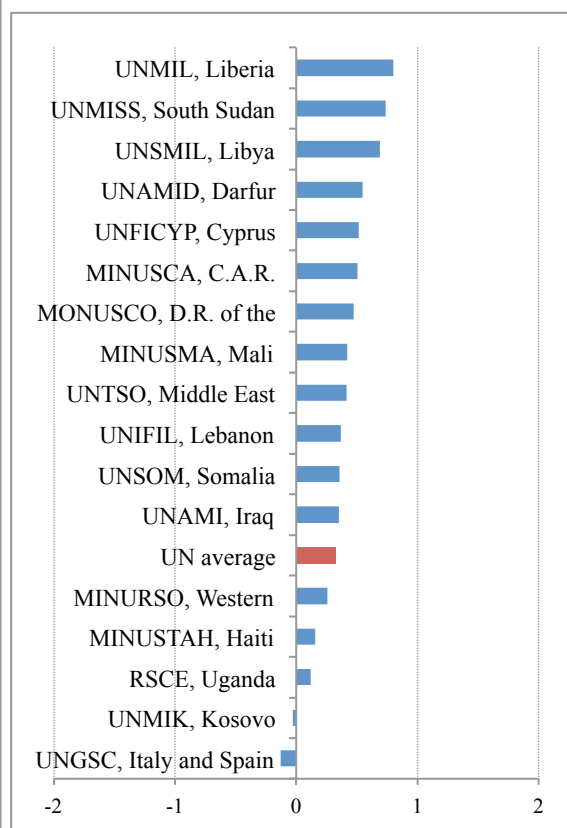
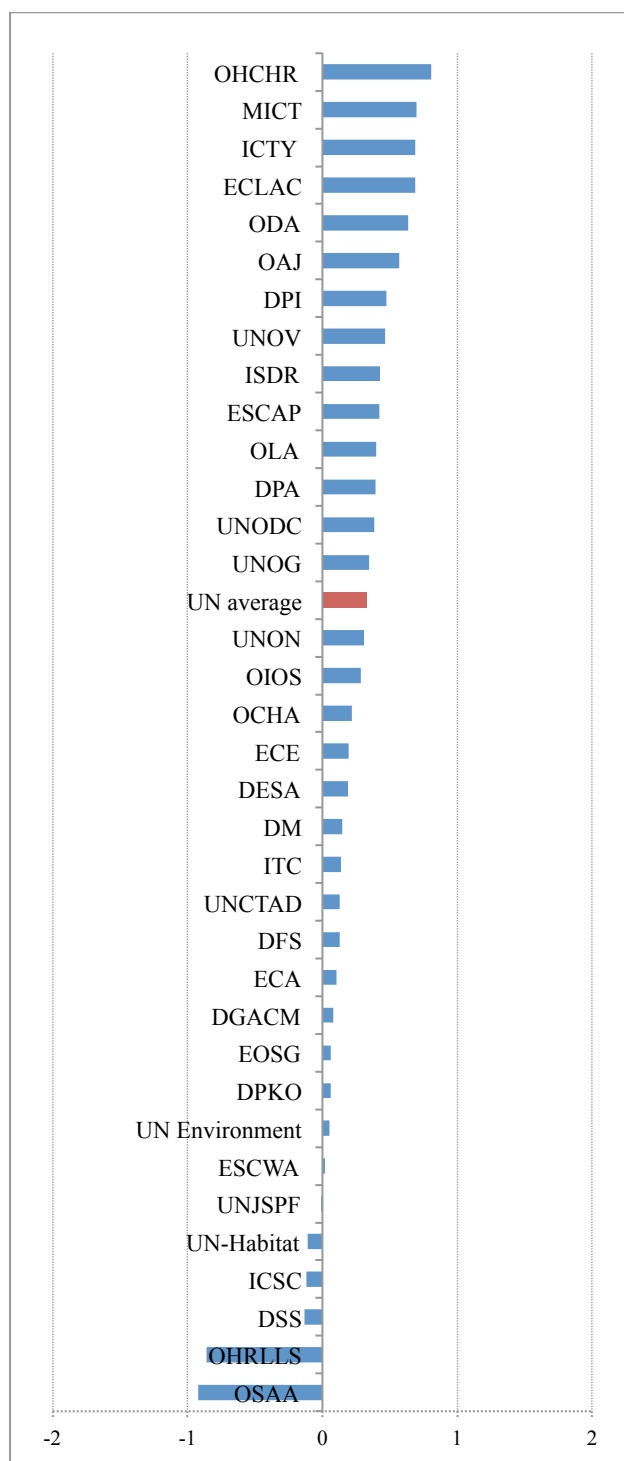
Les fonctionnaires dans mon département sont traités à égalité quels que soient leur race, religion, orientation sexuelle ou handicap



Overall score

Ethics and organizational culture

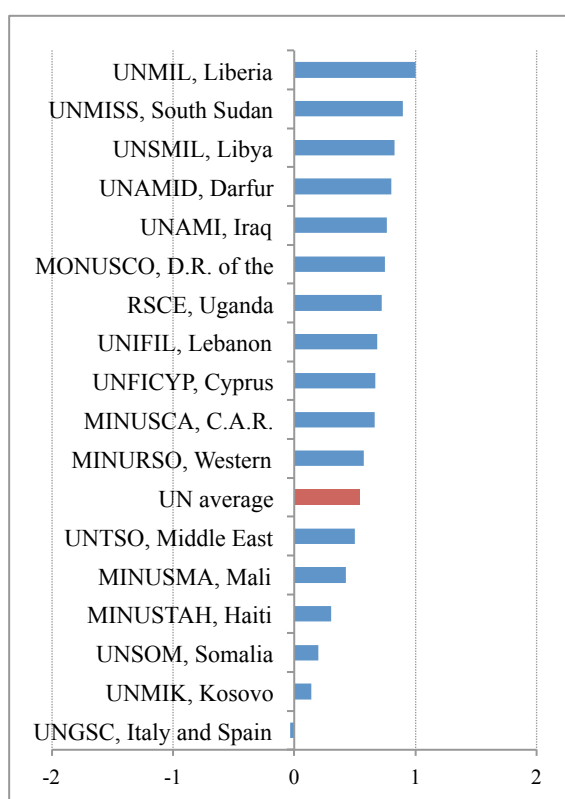
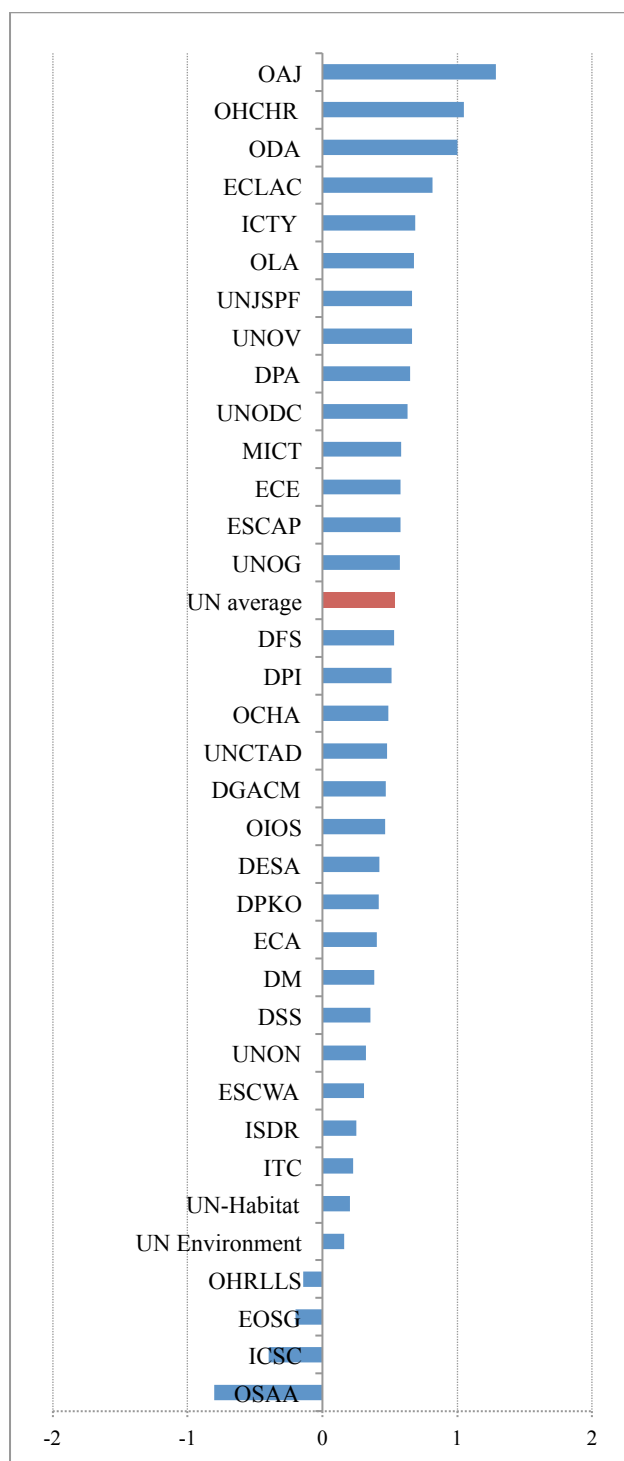
Ethique et culture organisationnelle



Key question: Empowerment

I am given enough authority to allow me to do my job effectively

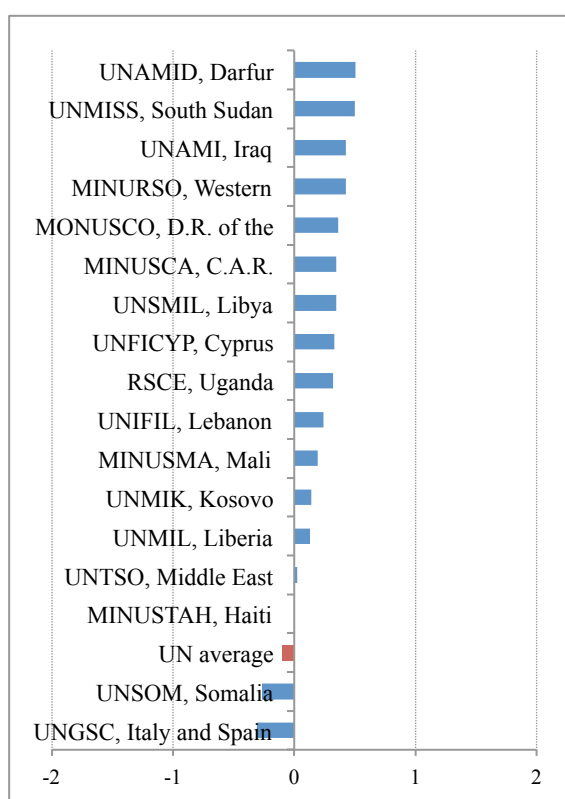
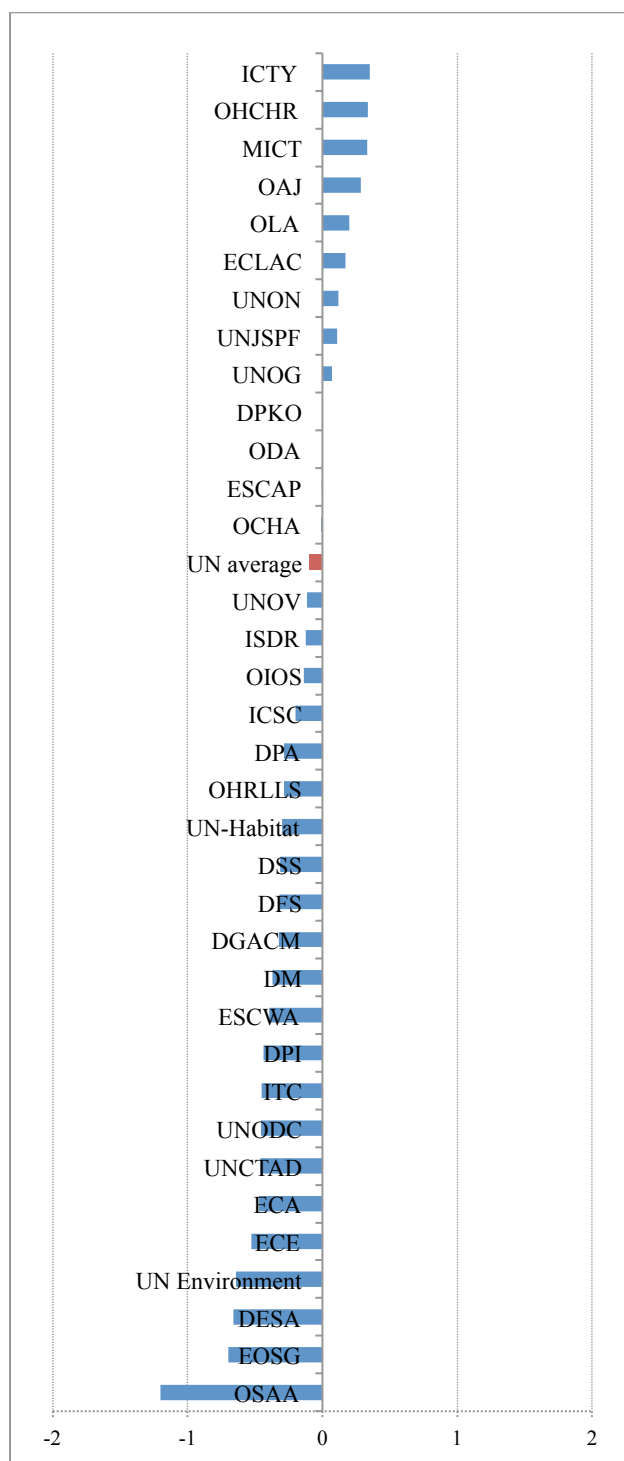
Je jouis d'une autorité suffisante pour effectuer mon travail de manière effective



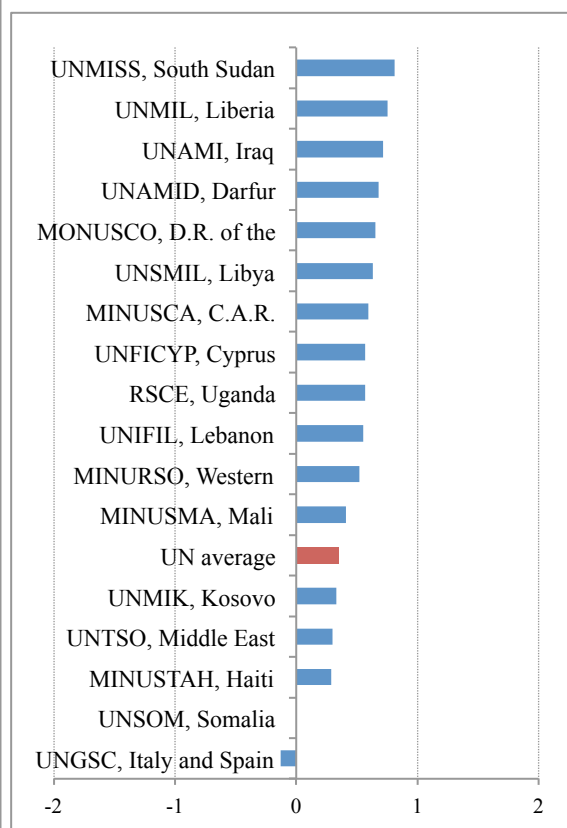
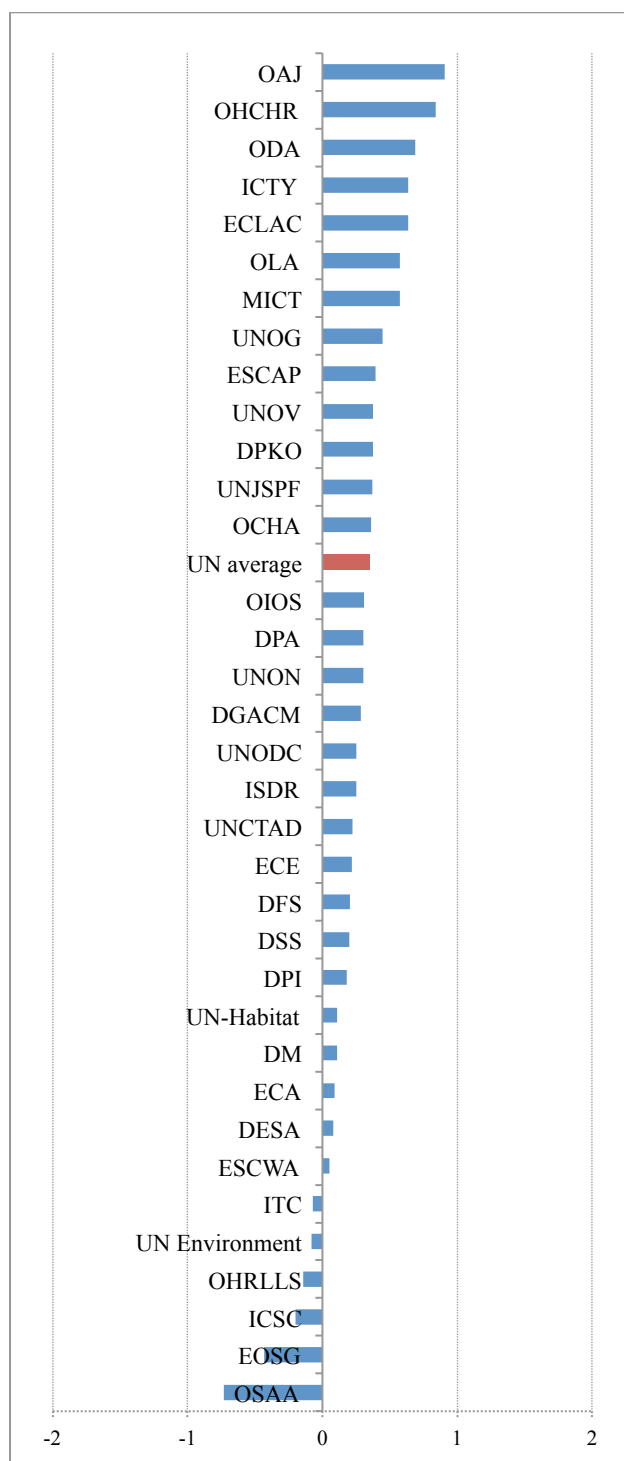
Key question: Empowerment

Procedures in my department are not unnecessarily bureaucratic

Les procédures dans mon département ne sont pas inutilement bureaucratiques



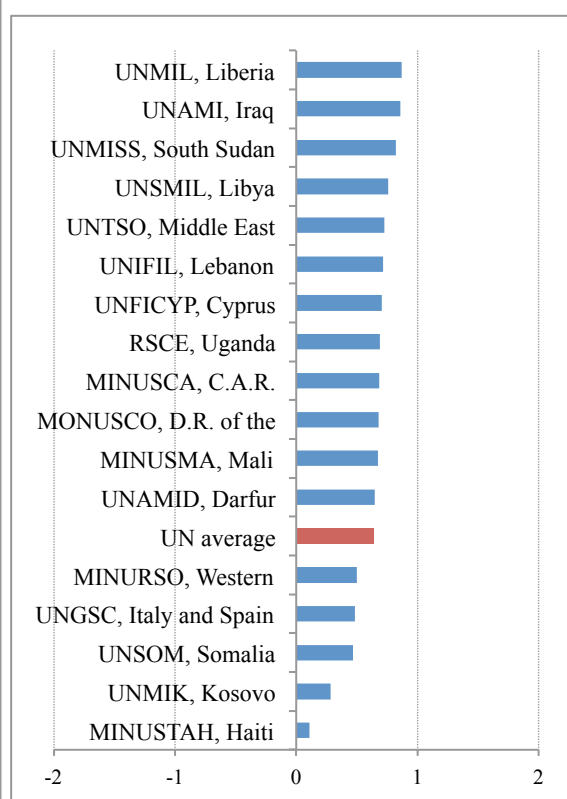
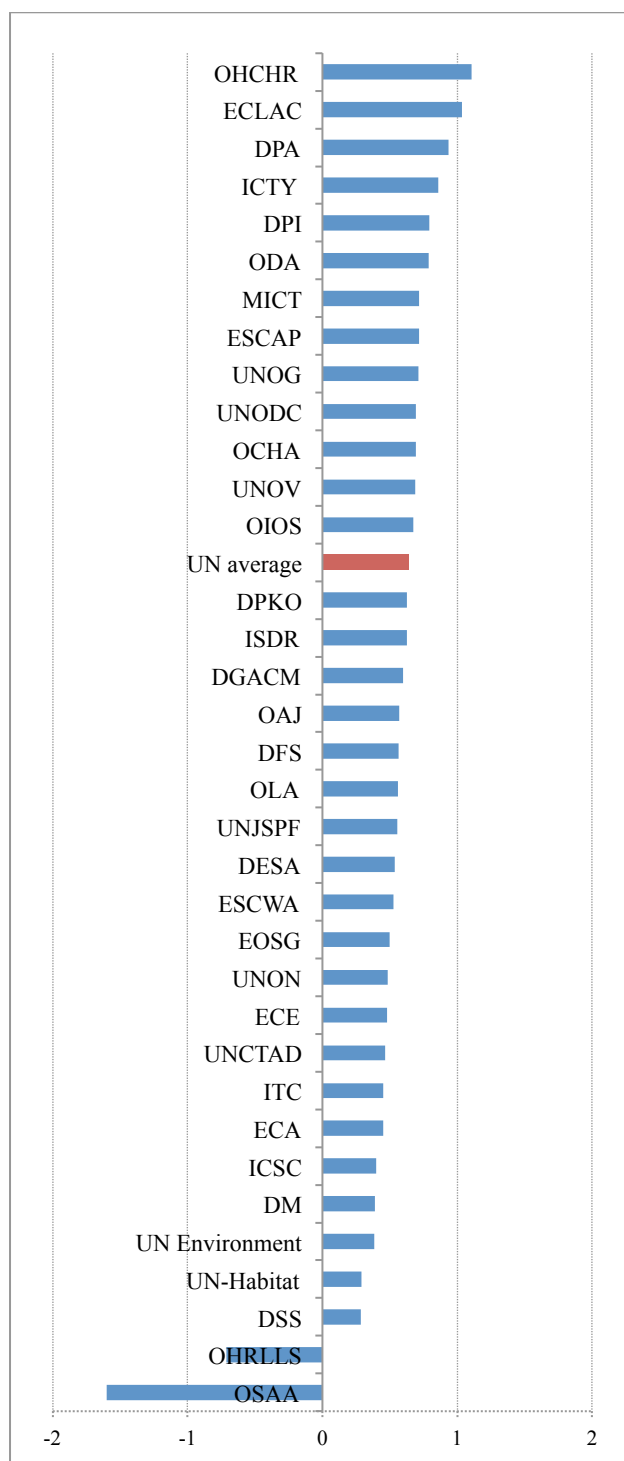
Overall score
Empowerment
Autonomisation



Key question: Internal communication

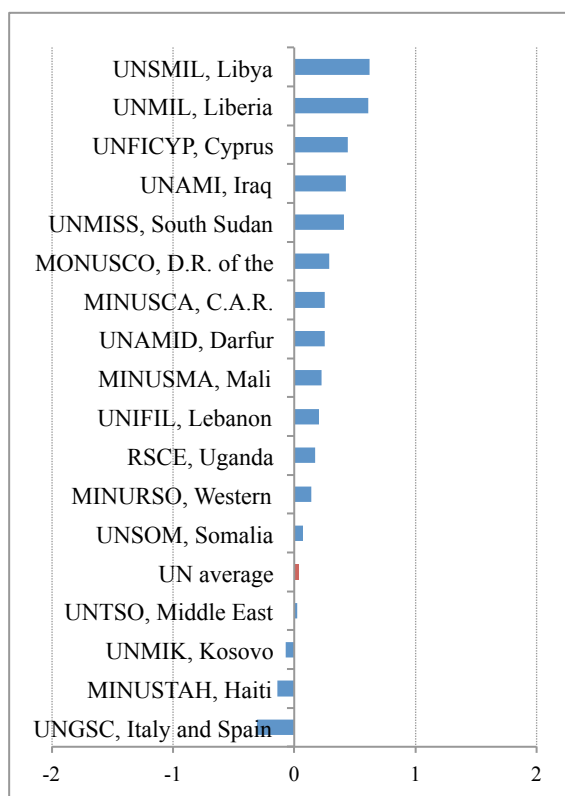
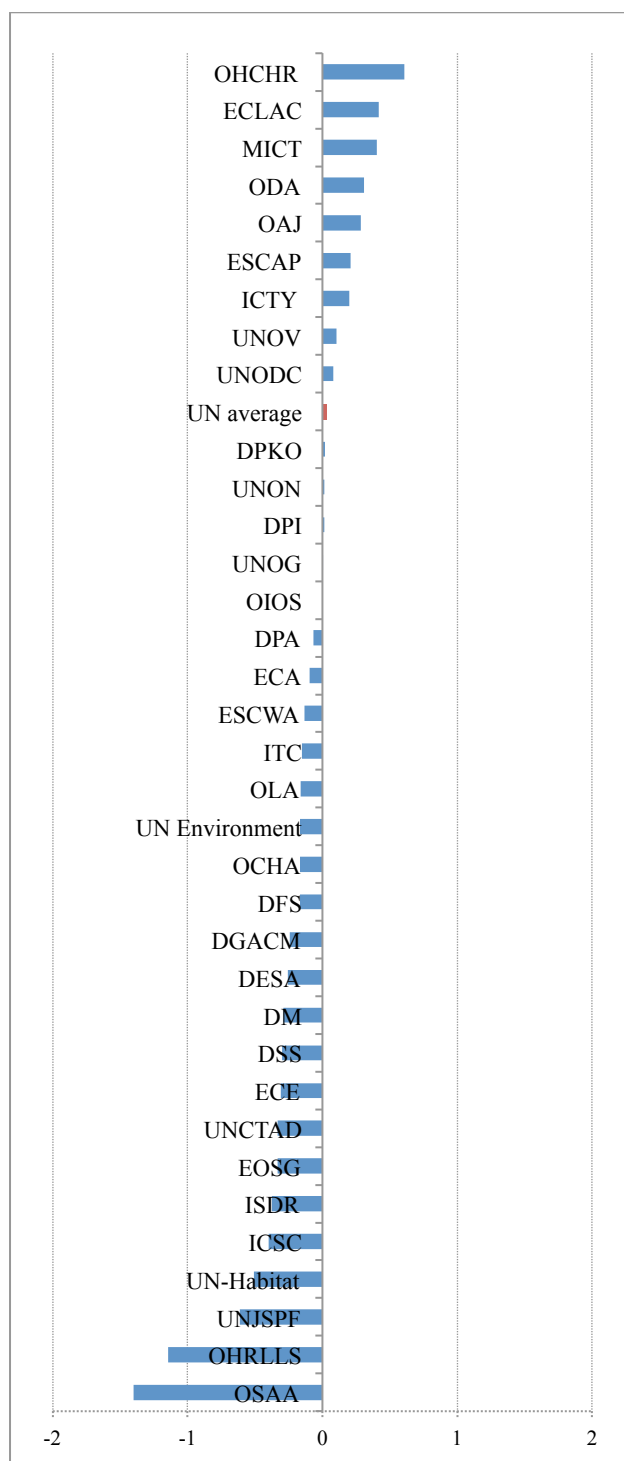
In my department, people communicate respectfully

Dans mon département, les fonctionnaires communiquent entre eux de manière respectueuse



Key question: Internal communication

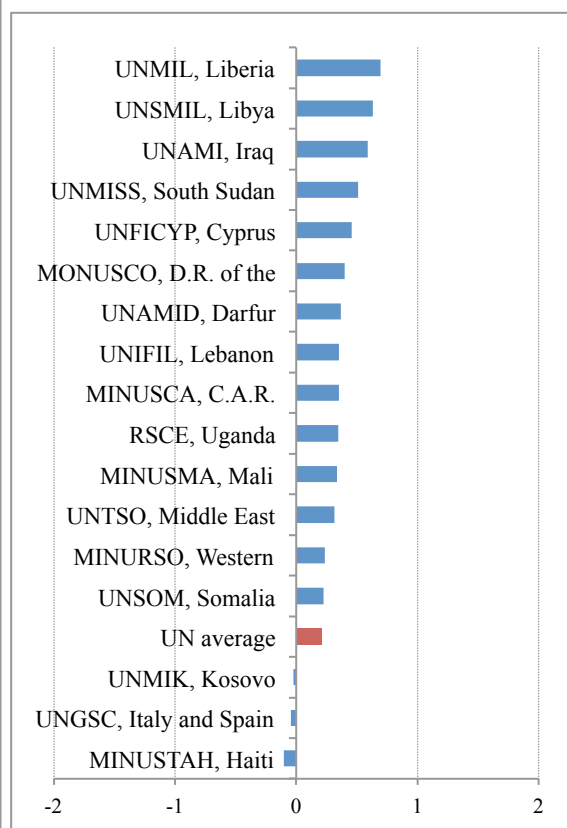
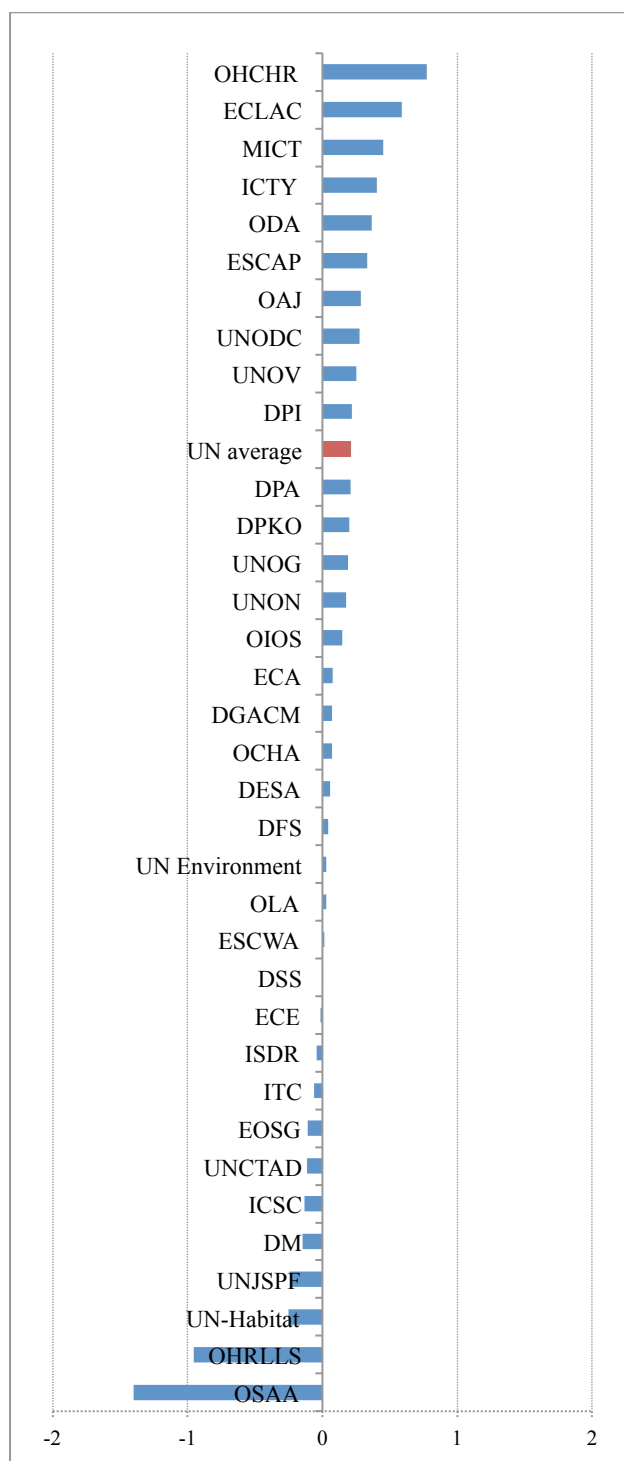
In my experience, communication in my department is open and honest
Mon expérience me fait dire que mon département est ouvert et honnête



Overall score

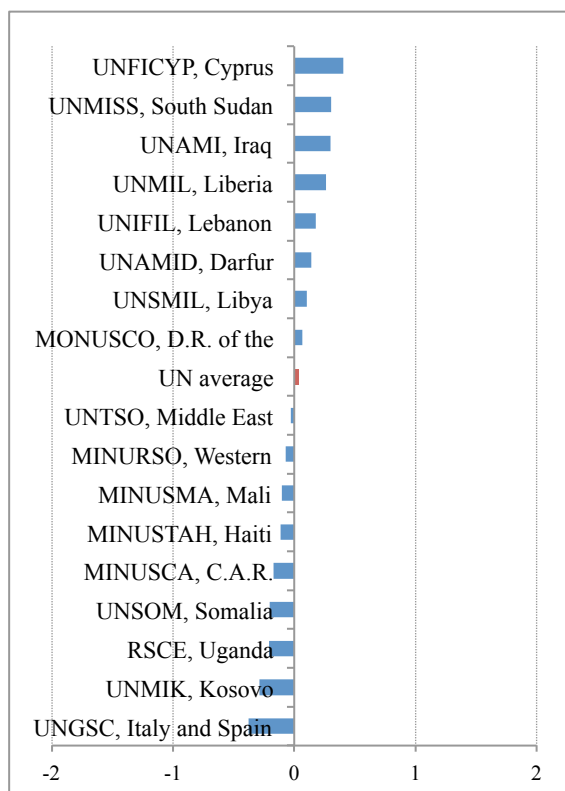
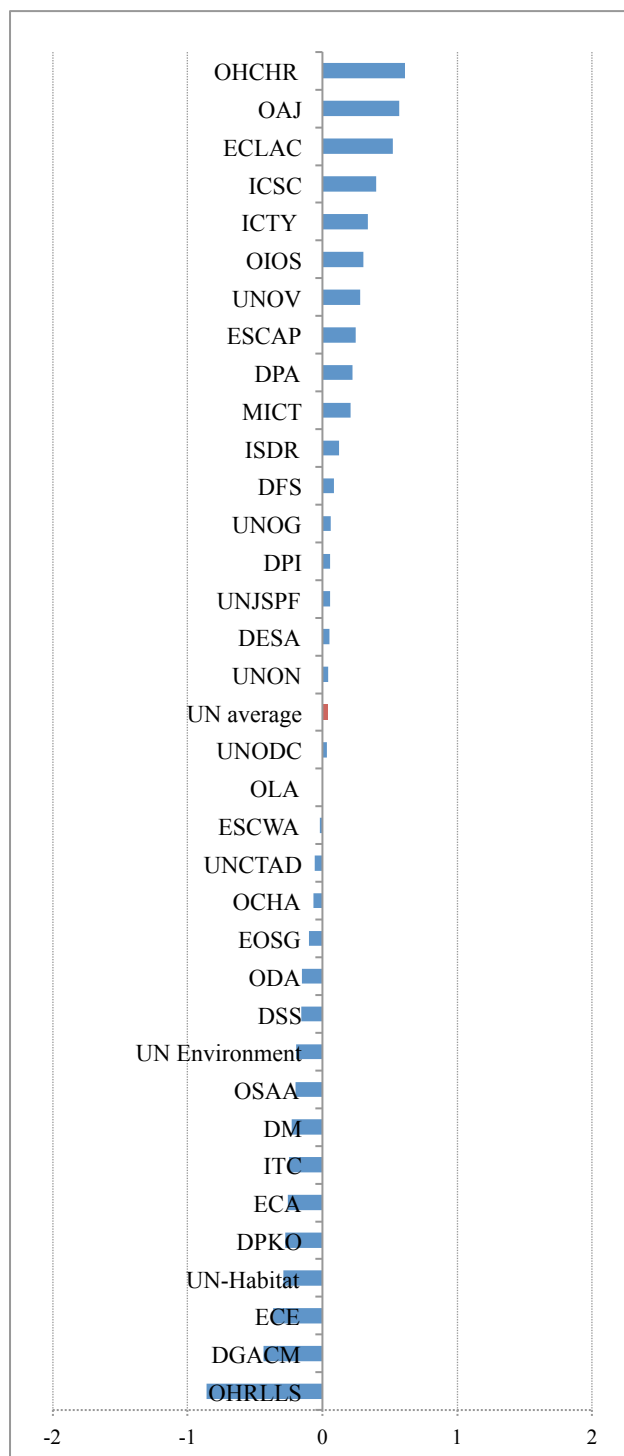
Internal communication

Communication interne



Key question: Work-life balance

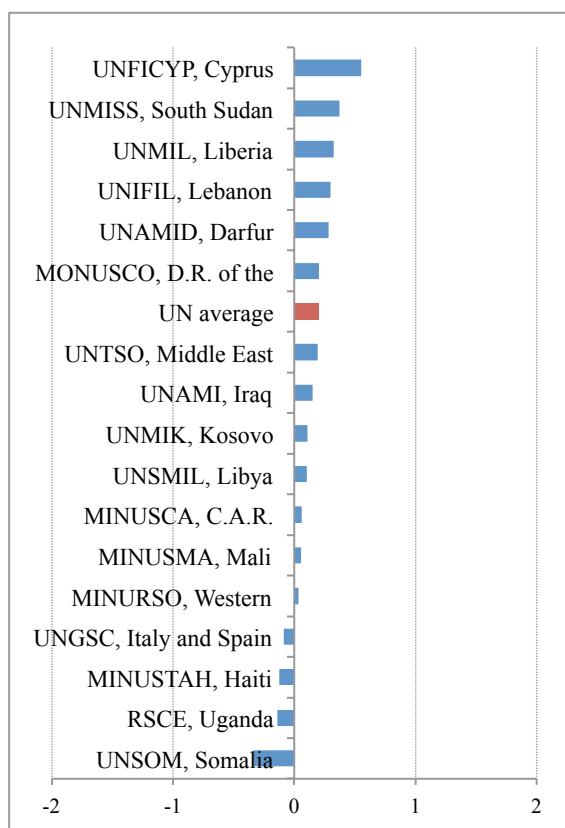
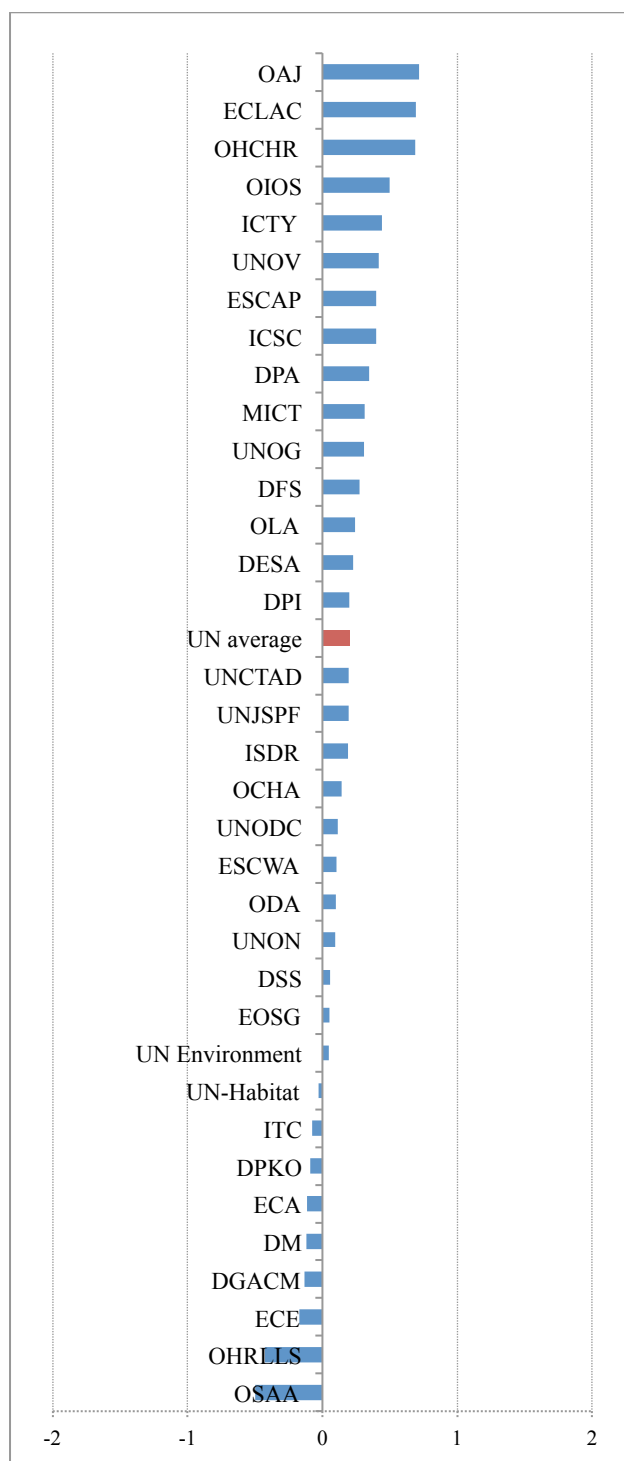
My department gives a high priority to employee welfare and health and safety - Mon département accorde la plus grande priorité au bien-être, à la santé et à la sécurité de ses fonctionnaires



Overall score

Work-life balance

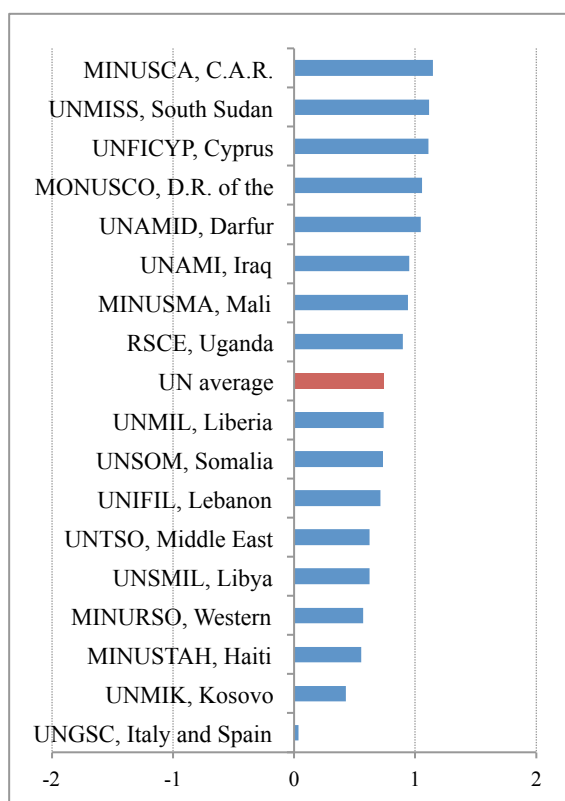
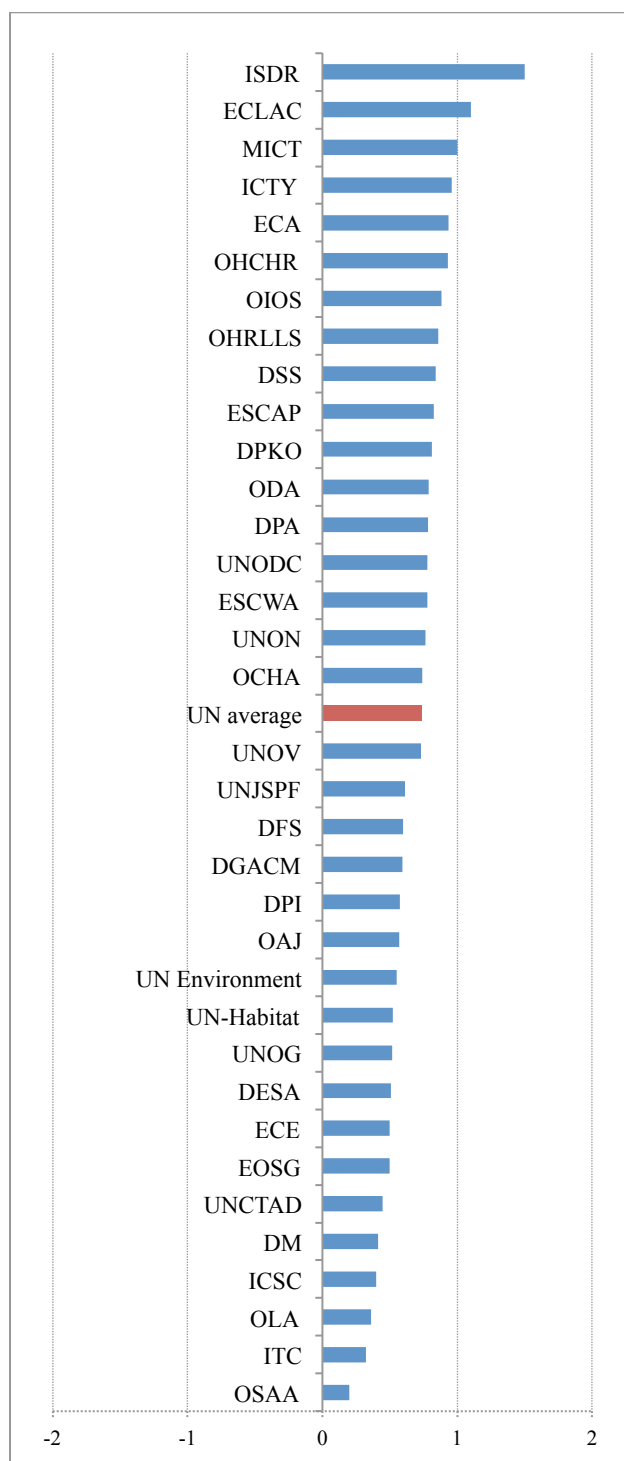
Equilibre entre le travail la vie privée



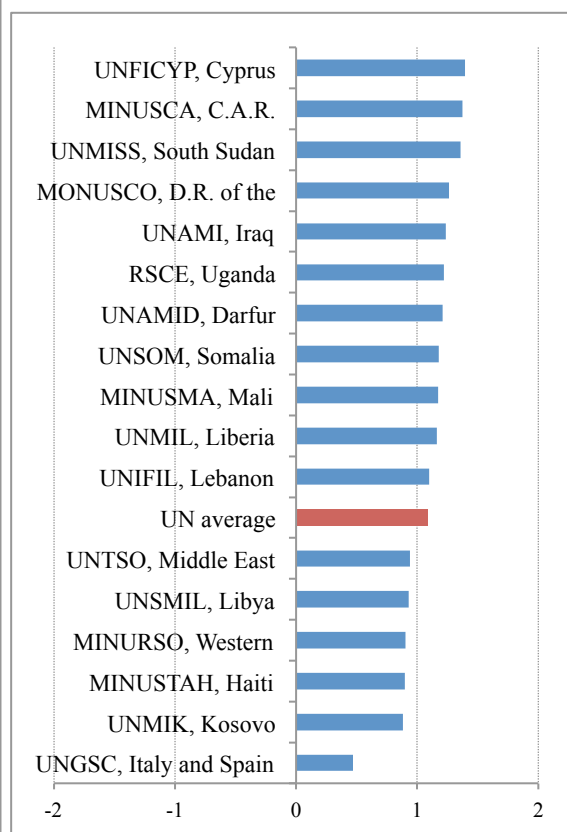
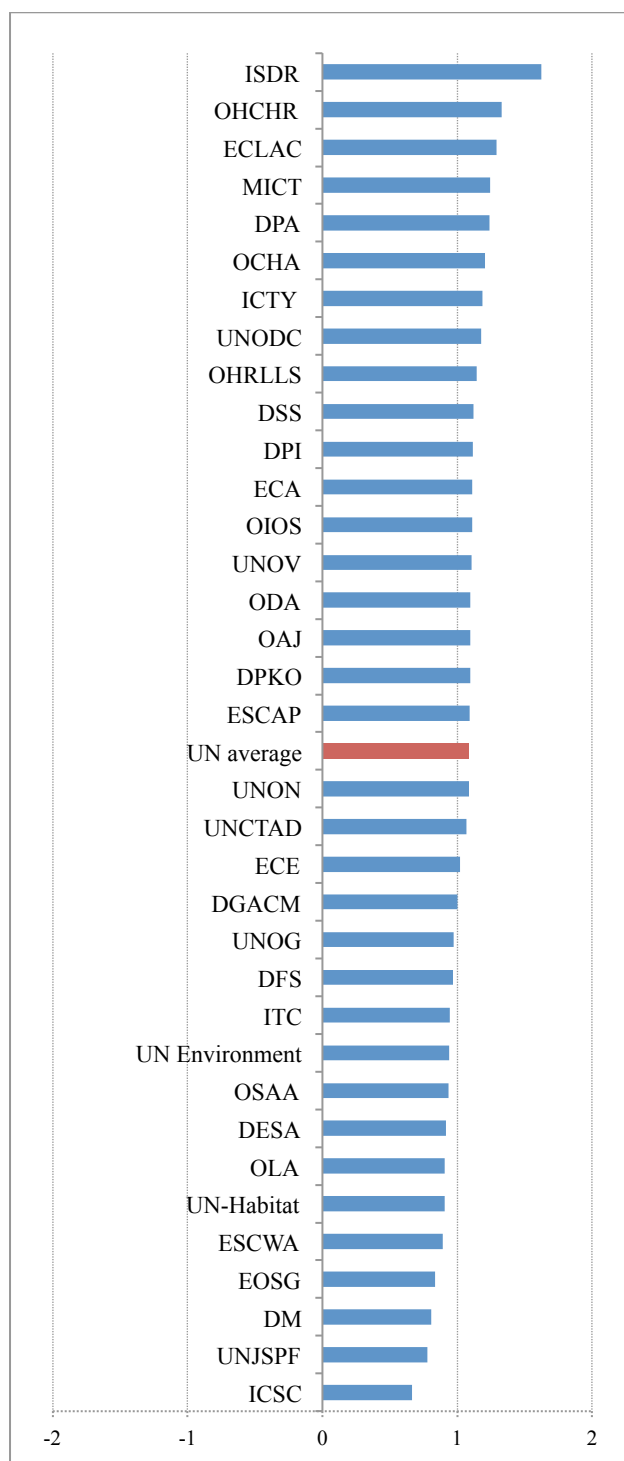
Key question: Attitudes to the UN

I would recommend the UN as a career option to a friend

Je recommande l'ONU comme une option de carrière à un ami



Overall score
Positive attitudes to the UN
Sentiments positifs envers l'ONU



Overall score by department and mission

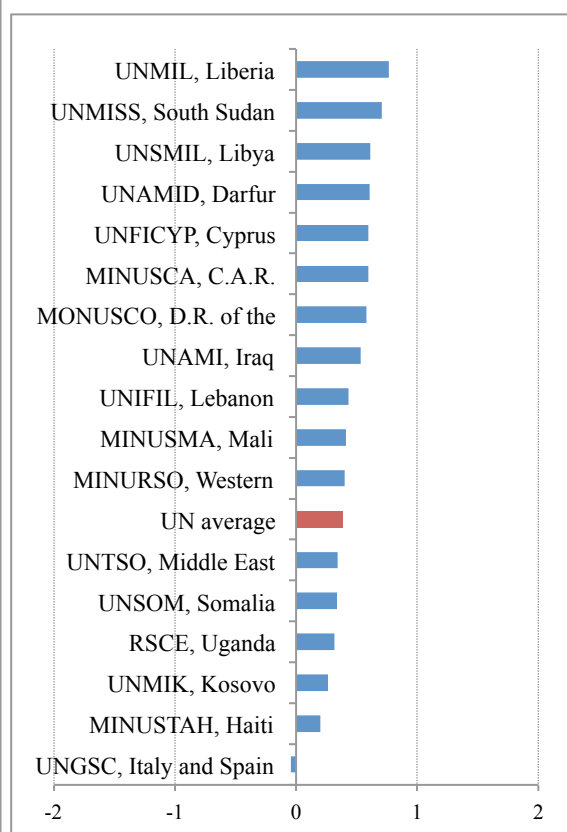
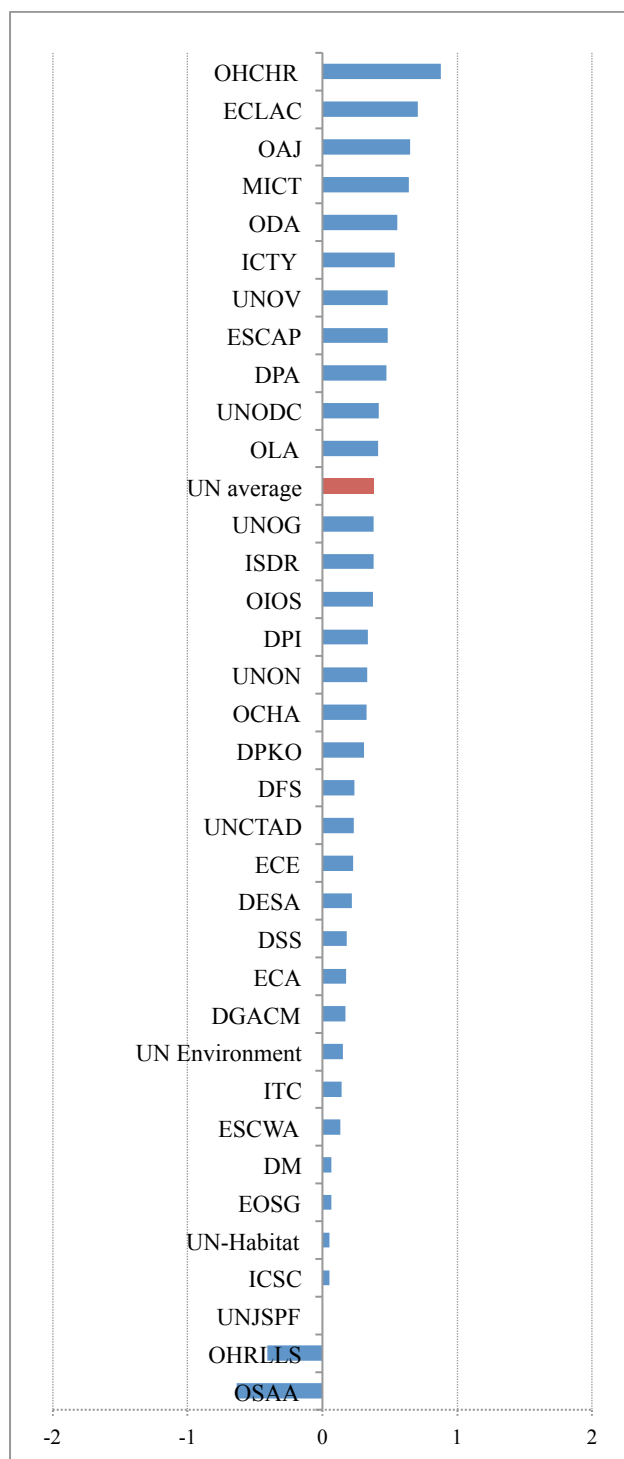


Table of all scores by department and mission

Department/mission	I believe in the goals and objectives of my department - Je crois aux buts et objectifs de mon département	I am proud to tell people that I work for my department - Je suis fière de dire que je travaille pour mon département	I feel happy and motivated coming to work - Je me sens heureux et motivé d'aller au travail	Overall job satisfaction	I am rewarded fairly for the contribution I make in my particular job, in terms of responsibilities, assignments and promotion - Je suis récompensé de manière juste pour ma contribution à mon travail	My department appoints the right people for the right jobs - Mon département nomme les bonnes personnes pour réaliser les bonnes tâches	I think my department is doing a good job of retaining its most talented people - Je pense que mon département arrive à garder les personnes les plus compétentes	Overall career development
UN average	-0.13	-0.32	-0.40	-0.28	0.65	0.59	0.41	0.55
DESA	1.26	0.90	0.31	0.83	-0.26	-0.69	-0.57	-0.51
DFS	1.05	0.77	0.13	0.65	-0.35	-0.57	-0.60	-0.51
DGACM	0.95	0.82	0.21	0.66	-0.01	-0.49	-0.61	-0.37
DM	0.91	0.42	-0.01	0.44	-0.49	-0.71	-0.84	-0.68
DPA	1.50	1.41	0.70	1.20	-0.22	-0.41	-0.46	-0.36
DPI	1.21	0.88	0.44	0.84	-0.42	-0.63	-0.60	-0.55
DPKO	1.17	1.12	0.46	0.92	-0.09	-0.41	-0.38	-0.29
DSS	0.86	0.77	0.17	0.60	-0.29	-0.66	-0.66	-0.53
ECA	0.98	0.81	0.34	0.71	-0.08	-0.60	-0.79	-0.49
ECE	1.20	0.99	0.32	0.84	-0.19	-0.48	-0.52	-0.40
ECLAC	1.23	1.14	0.92	1.10	0.30	0.05	0.02	0.12
EOSG	1.50	0.70	0.10	0.77	-0.20	-0.40	-0.56	-0.39
ESCAP	1.00	1.00	0.48	0.82	0.14	-0.09	-0.13	-0.03
ESCWA	0.78	0.67	0.03	0.49	-0.40	-0.54	-0.57	-0.50
ICSC	0.80	0.60	0.00	0.47	0.00	-0.40	-0.20	-0.20
ICTY	1.26	1.13	0.45	0.94	-0.04	-0.17	-0.56	-0.26
ISDR	1.63	1.38	0.50	1.17	-0.63	-0.63	-1.00	-0.75
ITC	1.17	0.94	0.32	0.81	-0.60	-0.53	-0.72	-0.62
MICT	1.55	1.21	0.58	1.11	0.13	0.33	0.15	0.20
OAJ	2.00	1.14	0.71	1.29	0.14	0.00	-0.29	-0.05
OCHA	1.44	1.10	0.59	1.04	-0.01	-0.39	-0.71	-0.37
ODA	1.43	1.17	0.58	1.06	0.14	-0.17	-0.33	-0.12
OHCHR	1.65	1.46	0.91	1.34	0.53	0.34	0.30	0.39
OHRLLS	1.29	0.86	-0.71	0.48	-0.43	-1.29	-1.00	-0.90
OIOS	1.30	0.67	0.12	0.70	-0.02	-0.47	-0.67	-0.39
OLA	1.40	1.00	0.32	0.91	0.16	-0.08	-0.36	-0.09
OSAA	1.80	0.00	-1.00	0.27	-1.00	-1.20	-1.80	-1.33
UNCTAD	1.22	0.93	0.45	0.86	-0.35	-0.74	-0.77	-0.62
UN Environment	1.25	0.94	0.24	0.81	-0.32	-0.62	-0.72	-0.55
UN-Habitat	1.10	0.62	-0.03	0.56	-0.44	-0.56	-0.78	-0.59
UNJSPF	1.17	0.50	-0.17	0.50	-0.89	-1.11	-1.22	-1.07
UNODC	1.38	1.16	0.60	1.05	0.07	-0.28	-0.33	-0.18
UNOG	1.13	1.11	0.50	0.91	-0.09	-0.41	-0.39	-0.30
UNOMS	1.75	1.75	1.75	1.75	1.00	1.00	0.50	0.83
UNON	1.06	0.81	0.19	0.69	-0.25	-0.13	-0.31	-0.23
UNOV	1.24	1.04	0.53	0.93	0.05	-0.16	-0.13	-0.08
MINURSO, W.Sahara	0.79	1.00	0.29	0.69	0.07	0.00	0.07	0.05
MINUSCA, C.A.R.	1.23	1.22	0.75	1.07	0.41	-0.04	0.05	0.14
MINUSMA, Mali	1.03	1.06	0.68	0.92	-0.16	-0.24	-0.37	-0.26
MINUSTAH, Haiti	0.97	0.64	0.44	0.69	-0.31	-0.31	-0.36	-0.32
MONUSCO, D.R.C	1.31	1.32	0.85	1.16	0.07	-0.06	0.10	0.04
RSCE, Uganda	0.69	0.69	0.10	0.49	-0.41	-0.31	-0.31	-0.34
UNAMI, Iraq	1.33	1.10	0.62	1.02	-0.10	-0.05	-0.19	-0.11
UNAMID, Darfur	1.34	1.25	0.83	1.14	0.28	0.05	0.23	0.18
UNFICYP, Cyprus	1.27	1.31	0.54	1.04	-0.26	0.04	0.07	-0.05
UNGSC, Italy, Spain	0.61	0.55	-0.03	0.37	-0.62	-0.76	-0.93	-0.77
UNIFIL, Lebanon	1.29	1.14	0.46	0.96	-0.29	-0.46	-0.21	-0.32
UNMIK, Kosovo	1.36	1.00	0.29	0.88	-0.21	-0.21	-0.50	-0.31
UNMIL, Liberia	1.61	1.61	1.22	1.48	0.17	0.17	0.13	0.16
UNMISS, South Sudan	1.35	1.38	0.90	1.21	0.09	0.10	0.08	0.09
UNSMIL, Libya	1.03	1.10	0.59	0.91	0.21	0.07	0.14	0.14
UNSOM, Somalia	1.53	1.00	0.21	0.92	-0.13	-0.20	-0.33	-0.22
UNTSO, Middle East	1.28	1.10	0.49	0.95	-0.38	-0.33	-0.21	-0.30

Department/mission	I trust and respect my supervisor - Je fais confiance à mon superviseur et je le respecte	My supervisor is open to new ideas and suggestions - Mon superviseur est ouvert aux bonnes idées et suggestions	I receive prompt acknowledgment and recognition for doing good work - Je reçois immédiatement reconnaissance et appréciation pour le bon travail que je fais	My supervisor is a role model for management and good leader behaviour, and walks the talk - Mon superviseur sert de modèle en matière de gestion et de direction et il joint le geste à la parole	Overall supervision	I have confidence in my department's leader - Je fais confiance au chef de département	I have confidence in my department's directors - Je fais confiance aux directeurs dans mon département	My department's leadership has made sufficient efforts to accommodate the needs of staff during budget cuts or restructuring - Le chef de département consent les efforts nécessaires pour répondre aux besoins du personnel dans les situations de coupures budgétaires ou de restructuration	Overall leadership
UN average	0.70	0.64	0.45	0.19	0.49	0.17	0.09	0.08	0.11
DESA	0.46	0.55	0.32	0.00	0.33	-0.18	-0.32	-0.04	-0.18
DFS	0.58	0.63	0.35	0.28	0.46	-0.03	-0.18	-0.12	-0.11
DGACM	0.28	0.31	0.11	-0.17	0.13	-0.16	-0.27	-0.18	-0.20
DM	0.41	0.48	0.24	0.04	0.29	-0.20	-0.31	-0.28	-0.26
DPA	0.72	0.80	0.78	0.17	0.62	0.54	0.17	0.28	0.33
DPI	0.78	0.62	0.45	0.11	0.49	0.19	0.10	-0.13	0.05
DPKO	0.50	0.37	0.23	0.10	0.30	0.28	0.26	0.09	0.21
DSS	0.46	0.50	0.39	0.17	0.38	-0.07	-0.09	-0.01	-0.06
ECA	0.46	0.19	0.03	-0.29	0.10	0.05	-0.02	-0.10	-0.02
ECE	0.65	0.65	0.61	0.03	0.48	-0.34	0.01	-0.04	-0.12
ECLAC	0.96	0.93	0.75	0.47	0.78	0.56	0.44	0.40	0.47
EOSG	0.20	0.00	0.10	-0.30	0.00	0.00	-0.10	-0.50	-0.20
ESCAP	0.78	0.79	0.57	0.27	0.60	0.19	0.41	0.28	0.29
ESCWA	0.47	0.44	0.30	-0.04	0.29	-0.15	-0.25	-0.16	-0.19
ICSC	0.00	-0.20	-0.20	-0.20	-0.15	-0.20	-0.60	0.00	-0.27
ICTY	0.82	0.72	0.62	0.17	0.58	0.38	0.15	0.06	0.20
ISDR	0.13	0.50	0.38	0.38	0.34	0.25	0.13	0.25	0.21
ITC	0.43	0.53	0.17	-0.28	0.21	0.17	-0.12	-0.10	-0.01
MICT	0.90	0.84	0.58	0.42	0.68	0.50	0.50	0.47	0.49
OAJ	1.43	1.43	1.43	1.29	1.39	-0.43	-0.57	0.00	-0.33
OCHA	0.74	0.74	0.67	0.22	0.59	-0.10	-0.37	-0.43	-0.30
ODA	1.00	0.67	1.00	0.36	0.76	0.29	0.85	0.15	0.43
OHCHR	1.18	1.22	1.01	0.78	1.05	0.68	0.55	0.81	0.68
OHRLS	-1.57	-1.29	-1.14	-1.71	-1.43	-0.29	-1.14	-0.29	-0.57
OIOS	0.84	0.72	0.77	0.42	0.69	0.00	-0.02	0.09	0.02
OLA	0.72	0.72	0.60	0.20	0.56	0.20	0.00	0.40	0.20
OSAA	-0.80	-0.60	-0.80	-1.40	-0.90	-0.60	-1.80	-1.00	-1.13
UNCTAD	0.76	0.62	0.43	0.19	0.50	-0.07	-0.21	-0.15	-0.14
UN Environment	0.53	0.55	0.35	-0.06	0.34	-0.18	-0.19	-0.27	-0.21
UN-Habitat	0.40	0.56	0.04	-0.21	0.20	-0.15	-0.27	-0.51	-0.31
UNJSPF	0.22	0.28	-0.22	-0.17	0.03	-0.71	-0.39	-0.39	-0.49
UNODC	0.72	0.69	0.44	0.19	0.51	0.24	0.19	0.06	0.16
UNOG	0.69	0.68	0.34	0.07	0.45	0.11	0.01	0.15	0.09
UNOMS	2.00	2.00	1.50	1.75	1.81	1.00	0.75	0.75	0.83
UNON	0.75	0.29	0.15	0.18	0.34	0.25	0.22	0.12	0.20
UNOV	0.98	0.84	0.62	0.40	0.71	0.24	0.11	0.20	0.18
MINURSO, W. Sahara	0.79	0.57	0.64	0.57	0.64	0.43	0.29	0.14	0.29
MINUSCA, C.A.R.	1.12	0.83	0.61	0.48	0.76	0.53	0.60	0.37	0.50
MINUSMA, Mali	0.71	0.62	0.32	0.25	0.47	0.31	0.15	0.06	0.17
MINUSTAH, Haiti	0.61	0.53	0.33	0.19	0.42	0.06	0.00	-0.28	-0.07
C. of the Congo	0.88	0.76	0.50	0.43	0.64	0.50	0.38	0.28	0.39
RSCE, Uganda	0.86	0.72	0.34	0.29	0.55	0.28	-0.14	-0.03	0.03
UNAMI, Iraq	0.71	0.67	0.48	0.33	0.55	0.29	0.14	0.43	0.29
UNAMID, Darfur	0.88	0.62	0.54	0.34	0.59	0.51	0.51	0.42	0.48
UNFICYP, Cyprus	0.74	0.78	0.48	0.41	0.60	0.48	0.30	0.04	0.27
UNGSC, Italy, Spain	0.69	0.72	0.38	0.07	0.47	-0.28	-0.66	-0.66	-0.53
UNIFIL, Lebanon	0.63	0.62	0.26	0.05	0.39	0.18	0.18	0.26	0.21
UNMIK, Kosovo	0.43	0.43	0.07	-0.07	0.21	0.21	0.36	0.43	0.33
UNMIL, Liberia	1.09	0.87	0.78	0.70	0.86	0.74	0.78	0.43	0.65
UNMISS, South Sudan	0.86	0.66	0.60	0.42	0.63	0.68	0.63	0.61	0.64
UNSMIL, Libya	1.14	0.97	0.62	0.72	0.86	0.79	0.76	0.24	0.60
UNSOM, Somalia	1.00	0.73	0.60	0.40	0.68	0.40	0.20	0.13	0.24
UNTSO, Middle East	0.51	0.33	0.25	-0.13	0.24	-0.03	0.08	-0.03	0.01

Department/mission	My department is free from harassment or abuse of authority - Mon département ne connaît ni le harcèlement ni l'abus d'autorité	My department operates with integrity - Mon département opère en toute intégrité	I am not afraid to openly express my ideas and opinions - Je n'ai pas peur d'exprimer librement mes idées ni mes opinions	My department has a pleasant work atmosphere - Un bon environnement de travail règne dans mon département	People in my department are treated equally regardless of race, religion, gender, sexual orientation or disability - Les fonctionnaires dans mon département sont traités à égalité quels que soient leur race, religion, orientation sexuelle ou handicap	Overall ethics and organizational culture	My job is well defined and my accountabilitys are clear - Mon travail est bien déterminé et mes responsabilités sont claires	I am given enough authority to allow me to do my job effectively - Je jouis d'une autorité suffisante pour effectuer mon travail de manière effective	Procedures in my department are not unnecessarily bureaucratic - Les procédures dans mon département ne sont pas inutilement bureaucratiques	Overall empowerment
UN average	0.24	0.34	0.39	0.23	0.43	0.33	0.61	0.54	-0.10	0.35
DESA	0.09	0.07	0.23	0.21	0.35	0.19	0.48	0.42	-0.66	0.08
DFS	-0.02	0.08	0.33	0.22	0.02	0.13	0.40	0.53	-0.32	0.21
DGACM	-0.13	-0.03	0.04	-0.03	0.54	0.08	0.71	0.47	-0.32	0.29
DM	0.06	0.13	0.21	0.06	0.28	0.15	0.31	0.38	-0.37	0.11
DPA	0.22	0.37	0.50	0.67	0.22	0.40	0.54	0.65	-0.28	0.30
DPI	0.38	0.47	0.41	0.59	0.53	0.48	0.46	0.51	-0.44	0.18
DPKO	0.02	0.27	0.17	0.06	-0.22	0.06	0.71	0.42	0.00	0.37
DSS	-0.09	-0.06	-0.06	-0.26	-0.21	-0.13	0.56	0.36	-0.31	0.20
ECA	0.08	0.16	0.21	-0.02	0.10	0.11	0.34	0.40	-0.47	0.09
ECE	0.00	0.16	0.15	0.12	0.54	0.19	0.59	0.58	-0.53	0.22
ECLAC	0.59	0.70	0.60	0.66	0.88	0.69	0.91	0.82	0.17	0.63
EOSG	0.30	0.00	0.30	-0.30	0.00	0.06	-0.40	-0.20	-0.70	-0.43
ESCAP	0.36	0.48	0.37	0.32	0.56	0.42	0.61	0.58	0.00	0.40
ESCWA	0.00	0.07	0.10	-0.11	0.03	0.02	0.24	0.31	-0.39	0.05
ICSC	-0.80	-0.20	0.00	0.20	0.20	-0.12	0.00	-0.40	-0.20	-0.20
ICTY	0.56	0.61	0.87	0.42	0.97	0.69	0.86	0.69	0.35	0.63
ISDR	0.25	0.50	0.50	0.13	0.75	0.43	0.63	0.25	-0.13	0.25
ITC	-0.06	0.21	0.09	0.08	0.36	0.14	0.02	0.23	-0.45	-0.07
MICT	0.60	0.84	0.75	0.46	0.85	0.70	0.80	0.58	0.33	0.57
OAJ	0.43	-0.14	1.14	0.43	1.00	0.57	1.14	1.29	0.29	0.90
OCHA	0.04	0.12	0.29	0.18	0.46	0.22	0.61	0.49	-0.01	0.36
ODA	0.57	0.54	0.77	0.62	0.69	0.64	1.07	1.00	0.00	0.69
OHCHR	0.68	0.78	0.78	0.83	0.96	0.81	1.14	1.05	0.34	0.84
OHRLLS	-0.86	-0.86	-0.71	-0.86	-1.00	-0.86	0.00	-0.14	-0.29	-0.14
OIOS	0.09	0.23	0.35	0.26	0.49	0.28	0.60	0.47	-0.14	0.31
OLA	0.20	0.40	0.20	0.36	0.84	0.40	0.84	0.68	0.20	0.57
OSAA	-1.80	-1.60	0.00	-1.40	0.20	-0.92	-0.20	-0.80	-1.20	-0.73
UNCTAD	0.02	0.01	0.16	0.05	0.40	0.13	0.65	0.48	-0.46	0.22
UN Environment	-0.04	0.04	0.14	0.02	0.11	0.05	0.24	0.16	-0.64	-0.08
UN-Habitat	-0.16	-0.07	0.01	-0.26	-0.06	-0.11	0.42	0.21	-0.30	0.11
UNJSPF	-0.22	-0.17	0.28	0.22	-0.17	-0.01	0.33	0.67	0.11	0.37
UNODC	0.34	0.46	0.36	0.24	0.52	0.39	0.58	0.63	-0.46	0.25
UNOG	0.27	0.26	0.33	0.16	0.72	0.35	0.70	0.58	0.07	0.45
UNOMS	1.50	1.75	1.50	1.50	1.50	1.55	1.25	1.50	1.25	1.33
UNON	0.40	0.50	0.42	0.18	0.06	0.31	0.47	0.32	0.12	0.30
UNOV	0.36	0.44	0.63	0.27	0.62	0.46	0.58	0.66	-0.12	0.38
MINURSO, W. Sahara	0.43	0.36	0.21	0.15	0.14	0.26	0.57	0.57	0.43	0.52
MINUSCA, C.A.R.	0.54	0.59	0.73	0.37	0.29	0.51	0.77	0.66	0.35	0.59
MINUSMA, Mali	0.35	0.49	0.71	0.15	0.42	0.42	0.62	0.43	0.19	0.41
MINUSTAH, Haiti	-0.03	0.17	0.39	0.03	0.22	0.16	0.56	0.31	0.00	0.29
C. of the Congo	0.41	0.58	0.74	0.32	0.33	0.48	0.85	0.75	0.36	0.65
RSCE, Uganda	0.03	0.28	0.07	0.03	0.17	0.12	0.66	0.72	0.32	0.57
UNAMI, Iraq	0.29	0.33	0.38	0.24	0.52	0.35	0.95	0.76	0.43	0.71
UNAMID, Darfur	0.57	0.63	0.74	0.35	0.45	0.55	0.74	0.80	0.51	0.68
UNFICYP, Cyprus	0.19	0.59	0.63	0.52	0.67	0.52	0.70	0.67	0.33	0.57
UNGSC, Italy, Spain	-0.34	-0.21	0.14	-0.24	0.00	-0.13	-0.03	-0.03	-0.31	-0.13
UNIFIL, Lebanon	0.38	0.49	0.59	0.05	0.32	0.37	0.74	0.68	0.24	0.55
UNMIK, Kosovo	-0.21	0.07	0.29	-0.29	0.00	-0.03	0.71	0.14	0.14	0.33
UNMIL, Liberia	0.61	0.78	1.26	0.78	0.57	0.80	1.13	1.00	0.13	0.75
UNMISS, South Sudan	0.78	0.88	0.86	0.58	0.60	0.74	1.04	0.89	0.50	0.81
UNSMIL, Libya	0.59	0.83	0.90	0.45	0.69	0.69	0.72	0.83	0.34	0.63
UNSOM, Somalia	0.53	0.53	0.67	0.00	0.07	0.36	0.07	0.20	-0.27	0.00
UNTSO, Middle East	0.35	0.50	0.58	0.28	0.38	0.42	0.38	0.50	0.03	0.30

Department/mission	In my department, people communicate respectfully - Dans mon département, les fonctionnaires communiquent entre eux de manière respectueuse	I am kept informed of what is happening elsewhere in my department - Je suis informé en permanence de ce qui se passe dans mon département - Je suis informé en permanence des questions qui me concernent	In my experience, communication in my department is open and honest - Mon expérience me fait dire que mon département est ouvert et honnête	Overall internal communication	I am able to achieve a good work life balance - J'arrive à avoir un bon équilibre entre mon travail et ma vie privée	My department gives a high priority to employee welfare and health and safety - Mon département accorde la plus grande priorité au bien-être, à la santé et à la sécurité de ses fonctionnaires	Overall work-life balance
UN average	0.64	-0.03	0.03	0.21	0.36	0.04	0.20
DESA	0.54	-0.11	-0.25	0.06	0.40	0.05	0.23
DFS	0.57	-0.27	-0.17	0.04	0.47	0.08	0.28
DGACM	0.60	-0.14	-0.24	0.07	0.17	-0.44	-0.13
DM	0.39	-0.53	-0.29	-0.14	-0.01	-0.23	-0.12
DPA	0.93	-0.24	-0.07	0.21	0.47	0.22	0.34
DPI	0.79	-0.15	0.01	0.22	0.35	0.06	0.20
DPKO	0.63	-0.05	0.02	0.20	0.10	-0.28	-0.09
DSS	0.29	0.03	-0.30	0.00	0.27	-0.16	0.06
ECA	0.45	-0.13	-0.10	0.08	0.03	-0.26	-0.11
ECE	0.48	-0.22	-0.31	-0.02	0.03	-0.36	-0.17
ECLAC	1.03	0.32	0.42	0.59	0.86	0.52	0.69
EOSG	0.50	-0.50	-0.33	-0.11	0.20	-0.10	0.05
ESCAP	0.72	0.07	0.21	0.33	0.55	0.25	0.40
ESCWA	0.53	-0.35	-0.13	0.01	0.23	-0.02	0.10
ICSC	0.40	-0.40	-0.40	-0.13	0.40	0.40	0.40
ICTY	0.86	0.15	0.20	0.40	0.55	0.34	0.44
ISDR	0.63	-0.38	-0.38	-0.04	0.25	0.13	0.19
ITC	0.45	-0.49	-0.15	-0.06	0.10	-0.25	-0.07
MICT	0.72	0.24	0.40	0.45	0.42	0.21	0.31
OAJ	0.57	0.00	0.29	0.29	0.86	0.57	0.71
OCHA	0.69	-0.32	-0.17	0.07	0.35	-0.07	0.14
ODA	0.79	0.00	0.31	0.36	0.36	-0.15	0.10
OHCHR	1.11	0.61	0.61	0.77	0.76	0.61	0.69
OHRLLS	-0.71	-1.00	-1.14	-0.95	0.00	-0.86	-0.43
OIOS	0.67	-0.23	0.00	0.15	0.70	0.30	0.50
OLA	0.56	-0.32	-0.16	0.03	0.48	0.00	0.24
OSAA	-1.60	-1.20	-1.40	-1.40	-0.80	-0.20	-0.50
UNCTAD	0.47	-0.48	-0.33	-0.12	0.45	-0.06	0.19
UN Environment	0.39	-0.13	-0.16	0.03	0.29	-0.19	0.05
UN-Habitat	0.29	-0.53	-0.51	-0.25	0.23	-0.29	-0.03
UNJSPF	0.56	-0.67	-0.61	-0.24	0.33	0.06	0.19
UNODC	0.69	0.05	0.08	0.27	0.20	0.03	0.12
UNOG	0.71	-0.14	0.01	0.19	0.56	0.06	0.31
UNOMS	1.50	1.50	1.00	1.33	1.25	1.50	1.38
UNON	0.49	0.03	0.01	0.18	0.15	0.04	0.10
UNOV	0.69	-0.03	0.10	0.25	0.55	0.28	0.42
MINURSO, W. Sahara	0.50	0.07	0.14	0.24	0.14	-0.07	0.04
MINUSCA, C.A.R.	0.69	0.11	0.25	0.35	0.29	-0.17	0.06
MINUSMA, Mali	0.68	0.10	0.22	0.33	0.22	-0.10	0.06
MINUSTAH, Haiti	0.11	-0.28	-0.14	-0.10	-0.14	-0.11	-0.13
C. of the Congo	0.68	0.24	0.29	0.40	0.34	0.07	0.20
RSCE, Uganda	0.69	0.17	0.17	0.34	-0.07	-0.21	-0.14
UNAMI, Iraq	0.86	0.48	0.43	0.59	0.00	0.30	0.15
UNAMID, Darfur	0.65	0.22	0.25	0.37	0.43	0.14	0.28
UNFICYP, Cyprus	0.70	0.22	0.44	0.46	0.70	0.41	0.56
UNGSC, Italy, Spain	0.48	-0.31	-0.31	-0.05	0.21	-0.38	-0.09
UNIFIL, Lebanon	0.72	0.13	0.21	0.35	0.42	0.18	0.30
UNMIK, Kosovo	0.29	-0.29	-0.07	-0.02	0.50	-0.29	0.11
UNMIL, Liberia	0.87	0.61	0.61	0.70	0.39	0.26	0.33
UNMISS, South Sudan	0.82	0.30	0.41	0.51	0.44	0.31	0.37
UNSMIL, Libya	0.76	0.52	0.62	0.63	0.10	0.10	0.10
UNSOM, Somalia	0.47	0.13	0.07	0.22	-0.47	-0.20	-0.33
UNTSO, Middle East	0.73	0.20	0.03	0.32	0.41	-0.03	0.19

# respondents	Department/mission	I am proud to tell people that I work at the UN - Je suis fier de dire aux autres que je travaille pour l'ONU	I would recommend the UN as a career option to a friend - Je recommande l'ONU comme une option de carrière à un ami	I believe the UN remains relevant - Je crois à l'ONU	Overall on attitudes to the UN	Overall score
4000	UN average	1.25	0.74	1.28	1.09	0.38
114	DESA	1.09	0.51	1.16	0.92	0.22
60	DFS	1.20	0.60	1.10	0.97	0.23
187	DGACM	1.12	0.59	1.30	1.00	0.17
180	DM	1.00	0.41	1.01	0.81	0.07
46	DPA	1.52	0.78	1.41	1.24	0.48
73	DPI	1.33	0.58	1.44	1.11	0.34
102	DPKO	1.23	0.81	1.24	1.09	0.31
70	DSS	1.26	0.84	1.26	1.12	0.18
63	ECA	1.05	0.94	1.34	1.11	0.17
74	ECE	1.30	0.50	1.26	1.02	0.23
243	ECLAC	1.42	1.10	1.35	1.29	0.71
10	EOSG	0.70	0.50	1.30	0.83	0.06
218	ESCAP	1.29	0.82	1.17	1.09	0.48
97	ESCSA	1.01	0.78	0.89	0.89	0.13
5	ICSC	0.60	0.40	1.00	0.67	0.05
71	ICTY	1.25	0.96	1.35	1.19	0.54
8	ISDR	1.63	1.50	1.75	1.63	0.38
53	ITC	1.19	0.32	1.32	0.94	0.14
67	MICT	1.29	1.00	1.45	1.25	0.64
7	OAJ	1.43	0.57	1.29	1.10	0.65
105	OCHA	1.39	0.74	1.49	1.21	0.33
14	ODA	1.21	0.79	1.29	1.10	0.56
225	OHCHR	1.49	0.93	1.57	1.33	0.88
7	OHRLLS	1.14	0.86	1.43	1.14	-0.41
43	OIOS	1.16	0.88	1.28	1.11	0.37
25	OLA	1.04	0.36	1.32	0.91	0.41
5	OSAA	1.40	0.20	1.20	0.93	-0.64
137	UNCTAD	1.36	0.45	1.39	1.07	0.23
207	UN Environment	1.11	0.55	1.16	0.94	0.15
74	UN-Habitat	1.07	0.52	1.13	0.90	0.05
18	UNJSPF	0.72	0.61	1.00	0.78	0.01
174	UNODC	1.38	0.78	1.37	1.18	0.42
166	UNOG	1.19	0.52	1.21	0.97	0.38
4	UNOMS	1.50	1.25	1.50	1.42	1.36
68	UNON	1.13	0.76	1.36	1.09	0.33
86	UNOV	1.24	0.73	1.34	1.10	0.48
14	MINURSO, W. Sahara	1.14	0.57	1.00	0.90	0.40
83	MINUSCA, C.A.R.	1.46	1.14	1.52	1.37	0.59
68	MINUSMA, Mali	1.29	0.94	1.28	1.17	0.41
36	MINUSTAH, Haiti	1.08	0.56	1.06	0.90	0.20
88	C. of the Congo	1.39	1.06	1.34	1.26	0.58
29	RSCE, Uganda	1.38	0.90	1.38	1.22	0.32
21	UNAMI, Iraq	1.29	0.95	1.48	1.24	0.53
65	UNAMID, Darfur	1.29	1.05	1.29	1.21	0.61
27	UNFICYP, Cyprus	1.59	1.11	1.48	1.40	0.60
29	UNGSC, Italy, Spain	0.79	0.03	0.59	0.47	-0.04
39	UNIFIL, Lebanon	1.29	0.71	1.30	1.10	0.43
14	UNMIK, Kosovo	1.14	0.43	1.08	0.88	0.27
23	UNMIL, Liberia	1.43	0.74	1.32	1.16	0.77
114	UNMISS, South Sudan	1.45	1.11	1.51	1.36	0.71
29	UNSMIL, Libya	1.14	0.62	1.03	0.93	0.61
15	UNSOM, Somalia	1.20	0.73	1.60	1.18	0.34
40	UNTSO, Middle East	1.23	0.63	0.97	0.94	0.34

Comments by department and mission

Department	Comment
DESA	Gender parity gaps and talent management are to be tackled in the Department and throughout the UN.
DESA	Some of these questions apply very differently to different staff and staff levels in the department. In my experience, there are both excellent staff members and managers, and outright incompetent ones. With regard to the latter, there is little to no accountability. It is a significant and systemic problem.
DESA	Training budget should be standardized for all UN staff including those working in UN projects like UNAKRT. Recruitment should be based on the credentials of applicants, and not on connections. Contracts of Fixed Term staff members, including those employed in UN projects like UNAKRT should be the same in the entire UN system (minimum of 1 year), including UN projects like UNAKRT.
DESA	- Slow and seemingly excessive bureaucratic procedures appear to hamper department's ability to hire and retain required staff. - Seniors appear to devote too much attention to minutiae while more consequential "big picture" challenges languish.
DESA	Cronyism has become rampant in DESA, with appointments at D2 and D1 levels based on servility of supervisors, and very little merit. The resulting mediocre leadership is therefore incompetent, dearly lacking in vision, effectiveness and efficiency, is sometimes abusive, and has destroyed the morale of staff across several divisions.
DESA	I strongly believe in the UN and its goals but I am so disappointed to see the discriminations and how G staff could be treated. There is a lot of discrimination within my branch but also on a general point of view, as for example WHY a G staff is to relinquish its job if he/she wants to work in Geneva or another station while a P will be highly encouraged????? I don't understand this sort of discrimination. I see everywhere that "ALL STAFF ARE EXPECTED TO MOVE PERIODICALLY TO NEW FUNCTIONS IN THEIR CAREERS IN ACCORDANCE WITH ESTABLISHED RULES AND PROCEDURES".... but why G staff are restricted to the station where they are hired???? I asked this question several times already but NEVER EVER received an answer which is sad.
DESA	I feel I have very little room for growth as a G-level staff member. The UN supposedly encourages working from home, but makes it very difficult with the required paperwork. We often do not know what is happening at higher levels, especially regarding Human Resources. I cannot get answers to basic questions from the Pension Fund.
DESA	I have been working at the UN for several years as a contractor. Yet because I am a contractor and not full-time staff or on a TJO I do not have any paid benefits (healthcare, leave), I am screened with public visitors when I come in and out of the UN campus, and I cannot access the language classes that UN staff and delegates can access. The UN does not apply fair labour standards towards interns or contractors, yet these workers are essential to the work of the UN. The UN remains overly bureaucratic; it often takes 5-6 separate offices and 20+ staff hours to book a conference room for the afternoon (the requesting office, DGACM, MMS, BCSS, EO). The UN also needs to do a thorough internal investigation of how well it is implementing the 2030 Agenda (thousands of disposable forks and packaging are discarded in the various cafeterias daily, cycling to work is not encouraged due to lack of adequate facilities, many unused lights are left on overnight). I believe in the UN and its mission, but change needs to be swift if we are to

	retain relevance and global respect.
DESA	I have twice come close to anonymous reporting of the abuse and fraud in my department through OIOS website.
DESA	Promotion and benefits need to be addressed correctly and timely for the sake of staff's morale and commitment to the work.
DESA	Please get rid of UMOJA
DESA	3. Director's work concentrate in creating/maintaining partnerships with country donors who provide extra-budgetary funds for programmes of their own agenda and in turn bring their own nationals to occupy key positions, that's why regular work with regular staff is given lowest priority. 2. The great majority of higher management lack of true leadership character, do not listen nor value ideas from staff nor provide incentives to staff and most of them ignore the real problems, they are too busy planning their next business trip, just to promote themselves even more with external actors. 1. The majority of higher management positions are taken by nationals from developed countries and in turn they make sure to promote their own nationals with priority.
DESA	I will be retiring in six months, and have enjoyed a wonderful career over 30 years. I will miss the United Nations tremendously. Thank you for giving me the opportunity to work here. Sincerely, Stephanie Rudy
DESA	To clarify question 6., regarding confidence in my department's leader, I am referring to the USG of my Department. I think it is a widely-held view that leadership at this level is poor, with limited or no emphasis on management, excessive distance from staff, a lack of vision and too much travel to big meetings to deliver general statements. I have personally seen the USG only on two occasions in two years, each of which was at a formal townhall meeting and at one of which no questions from staff were permitted. This distance, absence of vision and management has an impact further down the Department. My immediate divisional managers, in contrast, are well-intentioned, receptive to feedback and motivated by the desire to perform a useful service for clientele.
DESA	1) The organization strongly needs 360 feedback and accountability, so that senior managers feel accountable to those under their responsibility. 2) Change management exercises within specific turfs have been designed only to assign power and control to those with vested interests to protect their own careers instead of caring about the satisfaction of staff, UN mandates and member states. 3) UMOJA: a consistently flawed system made irreversible. 4) One UN: the joke is on us. 5) If staff members are supposed to serve the Secretary-General and not the political agenda of their countries of origin, how come senior managers from country "X" manage to fill so many positions with nationals from country "X" ? 6) The hiring managers should be accountable to an impartial Committee formed to enforce UN principles and to review any questioning about unfair "competence-based" recruitment. 7) The planet is better off with the UN than without it. Please, let's not give arguments to the enemies of the UN by deviating from the noble principles which created this relevant organization.

DESA	I believe that the work that we do is relevant. However, managers underestimate staff. Never listen, never open. They believe that what they do is the best, but they continue doing stuff like previous managers. There is no change in the way of making things. We are in a different world than 20-40 years ago. We need to change ways, procedures, reduce bureaucracy, reduce hierarchies if we want to do more with less. Delegation of tasks should be better. In many cases, managers are bottlenecks. More cooperative work among departments should be done.
DESA	There is too much bureaucracy at the UN and management tolerates dead wood (people who do not work and do not even hide it).
DESA	Directors and managers still hire friends, former college-mates and same nationals for posts in DESA. Also, the same speakers and panelists are invited over and over again for UN meetings; they reciprocate by inviting DESA senior officers to attend their meetings at a cost to the Organization. Some DESA senior officers travel internationally 20-30 times each year.
DESA	If you come in as a General Service s/m, it is extremely hard to improve your career. UN must give GS more chance to be a P.
DESA	The G to P process needs major revision. There are many valuable and highly educated G level staff who did not have the opportunity to participate in the YPP program who are not using their talents because they are forced to wait 5 years to take the G-to-P exam, or because decades of prior UN experience does not align with their college degree. There is a high amount of dissatisfaction for those in this situation who feel like they are stuck at a career dead end. There is also such a major discrepancy between private sector and UN technology compensation that it is crippling to the UN's technology initiatives. We will never attract competent talent if all technology positions (web programming, data analysis, etc) are at a general service level.
DESA	Could the SG and senior managers please put a higher priority on mobility (both lateral and upward) for staff members? Thank you!
DESA	I am committed to the goals of the UN and of my Department. However, I believe that more attention should be devoted to gender balance at all levels.
DESA	The SG or responsible senior level staff, should implement the recommendations of the OIOS in respect of those UN staff that have abused power, who favor their friends and relatives and the like since, in my experience, nothing is done to those who have disregarded the UN principles. I have seen that the solution to brush aside the issue is, most of the time, to reassign staff to other duty stations or offices or bury the cases with no reprimands or firing staff. This is still a big issue at the UN.
DESA	Disappointingly this questionnaires do not put questions on Umoja and deteriorating administrative services. HR partner system is total disaster. Nobody is now accountable - everything can be anyone's control. The extent of demoralization and quality of services must be tackled. Otherwise, this organization will be finished from within though I really like working in DESA.
DESA	I am proud to tell people that I work at the UN. However I do think UN workers have somewhat of a bad reputation (in developed countries at least). That and rampant bureaucracy lead to some low staff morale.
DESA	The use of the term "department" in many questions is not suitable for many staff members. In several instances, the reply refers to the "Division" where I work.

DESA	While I love my job and am proud of it, I feel there is no efforts from UN to retain us. People like us who work for a project like UNAKRT are given no value for our work. We are not CRB cleared and neither is any efforts being going on to move us to a level as of other staffers. We are not eligible as internal candidates and get treated as externals despite being a UN secretariat staff for almost 6-7 years
DESA	I am proud to be a staff member at UNAKRT. I strongly believe in our mission, and most of my colleagues are very talented and a pleasure to work with. Internally, my biggest concern at UNAKRT is the inability of management to retain some of the incredibly talented and dedicated consultants due to budget inflexibility and funding problems. More generally, our mission and its staff appear to occupy a second-class stature at the UN in terms of human resources, professional development, facilities and support. These issues have all been raised by our staff union representatives, but I will highlight a few: - Our posts do not entail CBR clearance so we are at a disadvantage in finding another UN job once our mission mandate is over. - Even though we suffer extra hardship by spending 2-4 hours per day commuting on old unsanitary buses to the outskirts of Phnom Penh to work in an old dilapidated building, we receive the same hardship benefit as other UN staff receive who work in nice offices in the very center of town. (While we could choose live closer to our office, we would then have to undergo a 2-4 hour commute to reach the amenities of Phnom Penh.) - We receive very little of the conventional staff development and support available at other UN offices - no language lessons, little training, and no psychological support.
DESA	UN staff morale is at an all-time low. There's hope and expectation about the new leadership's role in motivating staff. Among DESA staff, there is little hope of morale improvements under the current leadership, which seems disengaged and lacking.
DESA	it is all about Population Division/DESA.
DESA	Benefits of G-staff should be reviewed - we spend the same on living expenses and yet we do not have housing allowance. Barriers to G-staff obtaining P positions should be reviewed/removed: a master's degree is required, passing the G to P exams, etc.
DESA	I feel that the leadership style of many managers at the organization is military-like: they order those below them, without a discussion or opportunities for them to express their opinion or exercise autonomy, or without explaining the context and the reasoning behind their decisions. P2/P3s in my division are treated like secretaries, yet in many cases we are specialists, having advanced degrees and a lot of relevant work experience. Feedback is rarely given on assignments, making it difficult to make progress or improve. Managers are also opposed to any flexibility in work schedules, such as working from home or using staggered work hours, for no real reason other than fear of losing their micromanagement capabilities. This all combines to create an atmosphere where many of us feel like factory workers going through the motions rather than professionals exercising their intelligence and creativity.
DESA	Arranging travels for participants outside the UN is always a challenge. Regardless of how early the travel requests had been put in Umoja, tickets are not issued until a day or two days prior to the departure, and we always have to follow up the Travel Unit to issue the ticket. This is not ideal for high level officials who have tight schedules. It would be really helpful if this challenge could be mitigated. Thank you.
DESA	Training is definitely something that is needed. I also feel that colleagues who are on the verge of retiring tend to be excluded and are exempt from doing necessary work.

DESA	The credibility of the UN is based entirely on the quality of its staff which helps determine not just whether the job will get done, but how well it can be done. This important qualifier has been ignored in recent years with the appointment of many senior staff based on political and other considerations who are unqualified to lead and have demonstrated negligible or no management experience, leading to ad hoc, chaotic and sloppy delivery of products and sub-par outcomes. That has seriously damaged the reputation of the organization everywhere. It is also extremely demoralizing for staff to be working under senior staff members who are less skilled and competent than the staff they are expected to lead, and devoid of any care or concern for staff welfare. It is no surprise therefore that many UN colleagues do not take ownership of the products of their respective Offices because they feel no pride in their work. That is why the quality of leadership needs absolute priority right now, with concomitant emphasis on articulating a strategic vision, demonstrated technical abilities, and management and interpersonal skills in order for the UN to regain its stature as the foremost authority on the global stage, especially given a fast changing and volatile world order. If personnel issues continue to take a back seat at the UN, then we will only cement the unfortunate mistakes of the previous Management, to the further detriment of the organization that many of us have served loyally.
DESA	I believe that working conditions in all duty stations should be the same, however in New York duty station benefits vis-à-vis host country are one of the worst as compared to other duty stations especially in Europe and Asia.
DESA	As one of the many professionals with a long service award, let me add the following: (1) Job satisfaction will necessarily have to originate from your conviction and your belief in the UN ideals; contrary to public opinion, a UN career is economically unattractive; (2) UN administrative rules are unfit and inflexible to recognize the work done by professionals outside of business hours; (3) UN administrative rules regarding travel do not recognize the value of personal (family) time of UN staff members; (4) The (emotional) sacrifice made by UN staff members with respect to living in another country away from family in the home country should be addressed more openly and more publicly.
DESA	Courageous and accountable leadership is often lacking. Senior management is at times unfit or unequipped to play such role. Such lack of inspirational figures has caused over the years a serious vocational crisis.
DESA	* It's a shame that the UN's core values are not respected in my line of report all the way up to the top level. Core values are bla bla: everybody pays lip service but nobody really lives them. * There are too many incompetent and abusive managers around and it seems to be a requirement to be incompetent to get a promotion. * Also I do not believe in the do more with less attitude. I have been hearing this for too long. It's the slogan for managers who do not want to manage resources. In times of less and less resources what we really need are leaders that are willing to set very clear priorities.
DESA	1. the mobility policy related to career development wastes resources. 2. With the increasing of living cost, the stalling salary and post-adjust over the past 4-5 years makes life in New York for UN staff more difficult.
DESA	Would be nice if the department wasn't run as an outpost for the USG's Government policy with a front office full of same nationals who share info. with no one outside the circle. Hence no info. in the Department and no communication beyond yearly town hall meeting that reviews performance of each division and praises directors.
DESA	I have yet to see much real accountability for management. Hiring and promotion seems to be strictly political, not based on competence.

DFS	Staff not allowed to go on mission
DFS	No scope for career development and jobs not allocated according to the qualification of the candidate but according to the connections one has. Even if you improve your credentials through studies it is too hard rather impossible to go from a general position to a professional position. No incentives provided for training. Not at all transparent and happy environment to work in LSD. One can become the chief of a unit without ever working in that unit ever.. because of their connections - not at all fair for everyone.
DFS	Role model at the leadership level will transend down to all levels. Sofar, I've been satisfied with the current leadership in DFS and hope that is sustained. There is much to be done with regards to having female role model leadership which we can aspire to in the organisation. Having said that, working in a specialised technical environment, I have been fortunate to balance my interest and the needs of the organisation.
DFS	I have a Master's degree with much to contribute. There is no career development opportunities. I am always giving, management is always taking, and NOTHING in return. We are constantly told 'there is no training budget'. There is no transparency, we do not know where the money goes.
DFS	1) The learning opportunities are very limited. OHRM has a learning catalogue, but there is almost nothing in it, except language courses and courses for high-level staff members. 2) There is no career development at the UN. It is up to each staff to imagine what they want to do. But in reality it is only about what they CAN do, because career options are very limited at the UN. 3) Staff members have to apply everywhere, hoping that one of the posts is really vacant and not reserved for someone else who knows well the hiring manager. Even with the new staffing system as OHRM follows most of the time the advice of the hiring managers but does not conduct a proper workforce planning study. There is no priority for recruitment of staff members over externals; the number of recruitment of externals per year should be limited. We should not have staff members with 10 or 20 years of experience who cannot grow up in the system because an external is taking their seat at the next level. 4) I dream that one day we have a real integrated Talent Management System that includes all aspects of recruitment, training, career support and more (performance management, succession management, leadership development, workforce planning, etc) in all Secretariat duty stations - including the field of course, and if possible the funds & programmes (One UN is NOT a reality!) - and we stop thinking about one piece of each aspect at a time, like it is the case with the new staffing & mobility framework, for instance, where we still think that the Organization has to recruit someone who has done the same job for 20 years and has all the knowledge and technical skills. But managing talent is not that; it is about looking at the potential in each individual, looking at the transversal skills, the proven ability of the staff member to quickly learn new skills and knowledge and to quickly adapt to new realities. It is also about sharing more the burden, not having staff in the same field mission for 10 years and not offering them new opportunities, or not having staff in the same HQ duty station for all their career. It is about taking care of particular situations when single mothers or staff with sudden medical issues who have excellent performance management records (of which I am not sure it still means something at the UN) are also considered and do not leave the Organization in case of downsizing because the Organization is not capable of finding them a job. This requires a real Talent Management system, not with 2-3 people only who think about it in their small office in OHRM, but a working group with staff members from ALL categories and at ALL levels who imagine a new way of working together and who consider all issues at the same time (not recruitment only, not performance management only, not training only, etc but all of that together). Yes, if the new SG can do that, I am pretty sure staff members would work really hard to get things done and help the image of the UN shine in the world again!

DFS	I would like to propose 360 evaluation for senior managers (D1 and above) so that the subordinates could provide their assessment of D1s and above as leaders. The supervisor of the D1 and above (and the person being reviewed) would then get the results in order to improve performance of leaders and so that the supervisor of the person being reviewed could take into account staff members' assessment as well, in order to have a full view. Now, D1s and above assess performance of others however their subordinates have no chance of providing feedback to them. Thank you.
DFS	Abuse of authority, nepotism and racism are very prevalent at the workplace.
DFS	(1) Information management is abysmal, and it's hard for information to get to where it is useful. Need to overhaul information policy, including how cables are used. (2) There is a proliferation of policies, SOPs and guidelines, with a multitude of review and clearance bodies, but these are rarely, if ever, used—missions never seem to know about them and new staff are unaware. (3) Career development is nonexistent in the organization.
DFS	I suggest a review of recruitment in the UN. There is a lot of nepotism in the recruitment process, especially RFR
DFS	The job rostering campaign is not fair.
DFS	for close to 3 years now in my time with FBFD/DFS we have never had a general staff meeting with our director. supervisors abuse basic staff rights such as release for temporary assignments, telecommute and more. It is the most stressful work environment I have been in my over 20 years work life. You have to belong to "the club" to survive, get promotion or recognized. I sometimes sense racist behaviors too from our leadership.
DFS	Nothing much to say but to just tell people that the UN is a fantastic organization to work for
DFS	Management from the director level up operates by a different set of rules than the rest of the organization, which is demoralizing and, quite frankly, corrupt. The staff selection system is a disgrace, enabling more powerful programme managers and directors to reward their friends while effectively limiting career options for the rest of us. The new mobility scheme will make things considerably worse for staff seeking promotion opportunities -- a mindless, corrupt bureaucracy that will in the end almost certainly inhibit mobility and promotion. I have lost all confidence in both the performance assessment process and career development here and have all but abandoned hope of promotion. All of these problems are caused by gutless and corrupt heads of departments, many of whom got where they are by boot-licking and lying to the member states, who in their turn agree to expand bureaucracies at the expense of both our mandates and staff.
DFS	All performance evaluations should take a 360 approach. Too many managers are not qualified to manage others, and it's only those managed who can give that feedback.
DFS	UN must start investing in staff if they are to remain relevant and prestigious employer in the talent market. The gaps are already visible, so quick action is needed. In addition, erosion of staff entitlements must be stopped as it severely affects the motivation and willingness to serve in the difficult locations in the field. Thank you.
DFS	Please address the long going issue of ageism and sexism in the work place, especially targeted towards young female professionals. Also there is a need to address the hierarchal system in which talented young individuals are misrepresented, not listened to and often discarded based on their age. But above all this, there needs to be a proper discussion amongst senior management to address the glass ceiling between G and P level positions, currently all to many competent staff

	are stuck in a G-level position way below their qualifications and this is highly demoralizing. To be treated as a youth with no experience when this is not the case is something which makes us discouraged and sometimes quite honestly hopeless. Please bring about change for your highly qualified staff that does not wish to be treated as intern any more.
DFS	Staff members at the GS level (especially G-7), who meet the academic requirements and work experience, should be eligible to compete for a professional position like any other person, without going through G to P. I have worked on assignment at the professional level (P3 level) in field missions (Iraq and Sudan). In my office at UN Headquarters, I am the Desk Officer of the second largest peacekeeping operation (UNMISS), previously handled by a P-4. Yet, the Organization does not give me and other GS colleagues better opportunities to compete for career advancement. No salary increase either because I have reached the ceiling. At the same time, people from outside are more valued and given more chances in DFS. This is demotivating, especially since I have many years to serve before retirement.
DFS	I cannot say it better than Rahul Chandran & Sebastian von Einsiedel so I am not even going to try, and I quote: "Insufficient attention to careers, staff development, and recruitment: The UN suffers from a crisis of staff morale. This is most acute for staff at the mid-level P-3 to P-5 grades. Many staff who enter the organisation enthusiastically in their late twenties or early thirties end up disillusioned after a decade or so, and begin to explore alternative career paths. This is due to the UN's failure to offer a competitive working environment. Unlike well-functioning foreign ministries, where a human resources department manages learning, skills development, and career progress, UN staff are forced to develop these things for themselves. The UN remains overly obsessed with position in the hierarchy as the determinant for new roles. Staff often languish in the same headquarters or field post for years, unable to move or grow. As a result, more and more staff retire at the P-3 and P-4 levels, with the average age of a P-3 being 43.2 years old. A number of factors contribute to this sad state of affairs. They include: 1.Lack of resources: The UN has to do HR management on the cheap, spending less than 1% of staff costs on learning and development. As a result, HR management lacks proper tools and assessment methods for recruitment, often leading to poor outcomes. 2.Archaic recruitment processes: Recruiters and applicants alike are frustrated by recruitment processes that on average take 273 days from the issuance of an advertisement to staff selection. 3.Insufficient managerial latitude: Managers have little scope to reward high-performing staff or to remove deadwood. This, coupled with the slow pace of recruitment, creates a profound sense of risk aversion, wherein managers are understandably reluctant to embrace diversity and mobility. 4.Internal justice system: The UN's dysfunctional internal justice system reinforces a widespread aversion among managers to provide honest feedback to poorly performing staff as this results all too often in years of litigation." This is not only the stuff of nightmares, but ruined careers - and is a very sad state of affairs indeed. It's shameful.
DFS	There should be a revision on leaders and top managers in DFS Missions. Many have no managerial skills and do not care about the most importante resources they have: stuffing This expecially in Unsos where there is a typical boys club mentality and were qualified and successful women are not empowered or treated equally as male colleagues. Where as a woman you have to fight to be able to do your job Gender balance at P5 level and above should be enforced, there are only 2 P5 woman in Unsos. Noone at D level. Other P4 women have been demoralized and pushed away after years of male mentality abuse.

DFS	<p>-Recruitment process within the UN is not transparent at all nor fair, although measurements are taken to avoid clientelism, mostly who knows who is recruited. This must become automated rather than human beings selection which is very unfair.... - While staff with connection easily find post from mission to mission, a lot are stuck where they are even when they are just looking for plane move; within the 12 years with the UN only one move, a mate within the same period has 5 for the same competency and Two TDY !!! -Staff should also have a way of yearly for feedback on their supervisors management; it will improve work relationship included also with their stakeholders, HR included as a lot of HR staff are very arrogant and less supportive; - Absence of place to find all the Rules and Regulations, Administrative circulars, ... applying to staff and to assist when needed. COP is for a help on some work matters, not on all. - There is common Directory where you can find the overall structure in DFS, a Flowchart, the structure,...</p>
DFS	I truly enjoy working at the UN and see the organization growing and improving in all areas year over year.
DFS	<p>I have been in the UN for many years and have worked for different kinds of supervisors. I have worked for the very best this Organization has to offer and learned a lot from each and everyone of them. I am a supervisor myself and am constantly emulating the best practices I have learned from my own past supervisors. However, lately, I can see a considerable decline in the quality of leadership in general in my Department. It seems that we (the staff) do not count anymore. There is no recognition, no sharing of information, no coaching, no mentoring or otherwise real leadership from the top. We only receive comments when things do not go well or when blame needs to be assigned. It overall feeling is that there is no accountability at the top. It is not a surprise that motivation at the working level is so low. It takes a lot of energy to motivate oneself so that the quality of work does not suffer. I wish it would be different and that my colleagues and I would feel empowered, recognized and energized. The "message" is that we have to "professionalize" ourselves, however, in our Division (FPD), staff is not allowed to go on temporary assignments to other areas of the Organization, which is against the UN policy. How are staff supposed to "develop" and expand and get the required lateral moves and expand the scope of their portfolios, if they are not allowed to go on temporary appointments to missions or other Departments in the Organization? This is how staff acquires new skills, sees how others are working and brings new experiences and practices from other offices to FPD. There is also no feedback, either positive or negative, coming from the top. I am saddened to see how much our Division has declined in the last years and would welcome a leadership that has higher levels of emotional intelligence, empathy and is supportive of our career aspirations.</p>
DFS	<p>The problem is that everybody says the UN has to change but no one really knows what and how things should be changed. Changing for the sake of changing is not productive and is causing a lot of damages, confusion and demotivation on the long run. We should also stop comparing the UN with private sector because the UN is NOT private sector but a unique and very peculiar entity. Let's acknowledge that once and for all please! And it doesn't mean that everything that is coming from private sector is good (including personnel and ideas) but let's acknowledge the good staff and ideas that the UN already has! Good staff should be rewarded and motivated not frustrated and compelled to look for jobs outside the UN!</p>
DFS	<p>There little or no career movement for mid level managers. Opportunities are limited due to strict job titles. Unless you know someone, it is very difficult to move positions, get SPA's or get promoted. The mid level managers are the backbone of the Organization, having spent many years on average at the Org and have relevant knowledge that can be used in any Department or Division.</p>
DFS	Nothing like working for the wages of 5 years ago, today, tomorrow and 5 years from now!

DFS	<p>- UN values, procedures, and culture are so impressive and great in papers and documents however, practice is totally opposite to what is written in documents. - My department does not care for professional specialization and injection of the job/practice with specialty expertise. - The recruitment procedures are abused to work for favoritism and recruitment/promotion of certain staffs. -</p>
DFS	<p>Although I am still very proud to work for the organization, I feel often times career growth of the general service staff is not taken seriously by the management, unless one has a very caring and responsible manager, who care enough to promote professional growth of general service staff.</p>
DFS	<p>There superiors who believe they know everything and there are subordinates who are lazy. They would know well when their leaves are scheduled but forget their job. You remind them and they react negatively.</p>
DFS	<p>Dear Secretary-General António Guterres, During the last few years here with FBFD, I have experienced lack of management fairness and equality in treatment of staff, mainly of certain nationalities, race and color. Our senior managers are not transparent and they lack integrity and accountability. Unfortunately, they get away with everything they do. Merit and good performance are never rewarded, while the roster is meaningless, upward mobility is out of reach and good epases are worthless. I hope one day the organization will make managers with ultimate power accountable to their unwelcomed actions and discrimination towards the less fortunate personnel working for them. Thank you Mr. Secretary-General for acting on my message. Sincerely,</p>
DFS	<p>Over the last 10 years I have see DPKO move progressively from operations to Human Rights and Humanitarian Aid. Not the function of DPKO, this is what Agencies and NGOs are established for and geared to. Management in UNAMID seems more concerned about there next promotion in disregard of staff health/welfare. Administrative instructions, SOPs etc are circumvented daily to appease GoS personnel without responsibility being taken at the correct level (taken by FS as opposed to Senior P or D level where it should lay) and/or clear instruction to staff. (Integrity is virtually nonexistent.)Stress levels are excessively high in some sections. Delegation of authority seems ineffective with appointment of OICs with no decision being permitted and/or willing to be taken in the absence of the Chief, this impedes operations. Affiliation with the AU has seriously, if not permanently damaged the character and reputation of the UN, of which I am a firm believer in the original concept (1949) and the existing core values/principles.</p>
DFS	<p>Accountability at work needs to be enhanced again!</p>
DFS	<p>It's time to stop ideas of reforming the UN based on private sector standards. First and foremost it's not private sector so why should emulate it? Let's start with the sick leave then.. 190 days of sick leave is just unthinkable in rigate sector. Let's start from recruitment.. is the roster system fair and able to ensure that we have the right person on the right job? No. We all know that.member states want just to retain control over a bunch of posts whic is ridiculous and friends and family members are recruited or promoted.. Why does the UN want ho emulate private sector only when they need to justify personnel or budget cuts?</p>
DFS	<p>We in the region are facing the toughest and hostile environment. However the attention given to us is below standard. The minimum thing like life safety and sanitary/hygiene are ignored by management as if we are here to be a human shield to the mission/UN. At one Town Hall one of the top management was heard say "if you don't like it here go get employment in New York or Paris". We are discouraged and abused psychologically and mentally. 3 years after start up the mission is still thinking of type of accommodation and protection of staff against terrorist. We</p>

	have more than three terrible/fatal accident but there is no tangible solution to prevent any one coming in the near future. We are just waiting for the day and we feel we are like cattle/animals waiting to be slaughtered.
DGACM	The existing rules on part-time work, flexible working arrangements and special leaves should be effectively applied. Widespread refusals to staff requesting such arrangements - in addition to giving a feeling of arbitrariness - only lead to loss of motivation, burn-out, illness and, ultimately, resignation, a situation which is contrary to the interests of both staff and the Organization - including in this era of budgetary restrictions.
DGACM	While I respect most of the leadership for their work and many of their decisions, it is clear that there are many people who have reached top positions at the UN owing to their personal ambition and wish to climb the career ladder, not necessarily their belief in the aims and objectives of the Organization or their sense of solidarity, which is somewhat disheartening.
DGACM	I am immensely proud to work for the United Nations language services. However, in recent years, the pursuit of productivity at all costs has led to a reduction in quality, a tendency towards short-termism (with the focus almost exclusively on immediate quantitative goals at the expense of long-term priorities such as career development and staff retention), and a watering down of professional standards, not to mention the distortion of the performance evaluation system (with staff assessed largely on the basis of their output), an increase in the number of sick leaves and resignations, an inevitable decline in morale, and a lack of work/life balance. Until this situation is addressed proactively, the avowed commitment to staff wellbeing will remain a dead letter.
DGACM	In a hardship duty station where getting to the workplace necessarily represents an excessively long commute for everyone, flexible working arrangements are denied out of hand for all staff, to the great detriment of both work-life balance and productivity. There is very little transparency as regards administrative procedures at this duty station. Conflicting policy statements are provided at different times, meaning there is no consistency in policy application, and staff have no idea what to expect and cannot properly plan their lives around required formalities. This approach is not transparent and it makes it very difficult to achieve work-life balance. This is especially relevant to HR and upper management.
DGACM	Since I joined ATS in the Albano building (that's another source of depression), I've virtually put my life on hold. Translators are basically reduced to the level of a production powerhouse, or as accurately put by a former ATS chief, a Translation Factory. Produce the same amount of pages every single day of work, no exceptions, no matter how difficult or technical the text could be!
DGACM	Je crois à l'Onu , mais malheureusement il y a trop d'abus de pouvoir ,de discrimination,certaines femmes aux placards, pas de développement de carrière , après plus de vingt ans de service toujours au même grade. Certaines nationalités n'ont aucune chance d'avancer, tandis que d'autres ont des ascensions fulgurantes. C'est déprimant et je souhaite de tout cœur que notre nouveau secrétaire général fera tout pour se pencher sur nos cas désespérés et faire en sorte que tout ceci s'arrête une fois pour toute.
DGACM	I invite the Secretary General to commission an audit in the Interpretation service where rights are being violated, where discrimination and abuse of authority are commonplace. Thank you

DGACM	After serving in DGACM for 9 years, I can say that the department is full of talented and dedicated staff members who are always trying to do more with less. However, I have also noticed some negative trends and attitudes. These are mainly attributable to favoritism based on regionalism or on personal friendships and loyalties. I do not see any clear mechanisms for holding managers accountable when they use promotions and the functions of quality control and performance evaluation as levers to increase their own power, to intimidate dissenters, or to award favors to people who either show personal loyalty to them or are from their part of the world, to the detriment of competency and hard work. I find that management does not communicate its intentions and plans in a transparent manner to staff at large. There is an attitude in many offices that the chief decides and the others execute without questioning. Alternative opinions are not welcome and most workers at the grassroots level have no input at all in decision-making. They do not feel valued as participants even though they equally believe in the organization's ideals, want it to succeed and can have bright ideas even if they have no managerial role. I hope that the organization as a whole, and managers in particular, will find a way to practice the transparency and participative approach that we preach to the world, so that every staff members can feel valued and included.
DGACM	I am very happy with my office, supervisor and chief. However, I strongly disagree with the flexible workspace arrangement. It will certainly demean staff and effect their morality. It was a bad decision and should be reversed. Period.
DGACM	Congrats for making this survey accessible to both English and French speakers. Bravo pour avoir rendu ce questionnaire accessible aux anglophones et francophones. The UN will be more efficient and more tolerant of diversity when it achieves greater balance among its working languages. As of today, speakers of other languages than English are constantly at a disadvantage whereas their language skills should be valued and rewarded. Since the removal of language incentives for P+ staff, new language incentives should be figured out. Linking career development to language proficiency would be required to serve as incentive.
DGACM	My negative choices do not refer to the Department as whole but to my specific Service
DGACM	I have to say that I have noted instances of favoritism -- people who are liked get promoted faster. When, like me, you are a mom of young kids and have to do your job within the requested hours (I can't go to lunch for 1.5 hours, can't go downstairs to smoke every 2 hours, can't chat over coffee break for too long, rarely go out with colleagues at night), you don't get to be in touch as much with colleagues and decision-makers and your career suffers. So yes, I do enjoy a rather good work-life balance, but I feel like my career suffers from it --- and it's not because I am not working as well or as hard as others, but because I am less visible, which to me isn't a good reason.
DGACM	Work environment and consequently staff motivation have dramatically decreased in the last couple of years.
DGACM	Senior management is mostly self-serving. They systematically ignore legitimate staff needs, concerns, and expectations, and push their own agenda as opposed to working as part of a true community.
DGACM	The Organization needs to become far less rigid so that staff can move from one job family to another easily and use all of their skills. Otherwise talented people will leave.
DGACM	I used to be very proud to work for the UN. I understand now that promotion is not based on merit or qualification.

DGACM	Je ne recommande pas particulièrement une carrière à l'ONU mais je ne décourage pas. Simplement, la compensation est insuffisante pour les carrières qui commencent à New York: pour la plupart de Européens, le salaire et les prestations ne compensent pas l'expatriation.
DGACM	From my experience on interview panels in both this department and another department in the Secretariat, the extent to which rules are followed in order to make interviews fair for all candidates varies widely, which is unjustifiable in my opinion. There should be Secretariat-wide directives issued for all CBI panel members and hiring managers to follow. It is unethical to have such loose interpretations of how interviews should be run
DGACM	Unless the UN starts hiring managers and senior managers based on merits, education and experience, and not based on gender and under-representation by countries, and the locally recruited staff is compensated and treated as equal and not like a third-class citizens -- very little will be achieved..
DGACM	Senior management of DGACM; i.e. USG/ASG and D2-D1's should be ashamed of the way they've handled budget cuts and the resulting slashing of posts.
DGACM	Due to the budget issue, we are not allowed to work overtime, however, we still have to do that due to lack people and heavy workload. we cannot receive any overtime pay since January 2017 anymore which supposes a benefit for G level staff. The decision is made by P staff, very bad feeling and unfair. Hope the SG can reconsider to improve the G staff benefit and also working environment.
DGACM	Bureaucratic processes are overly complicated and burdensome. This needs to be a focus of the new leadership.
DGACM	The functions and purpose of the UN are remarkably unknown in the US. Here, I am not so anxious--especially in many parts of the country--to say where I work. Yet, the UN has always given voice to America's highest ideals in both politics and economics. There sure are some non-aggressive ways to communicate to the American people as a whole how important the UN is to America's own global goals. And of course a way that is not too expensive.
DGACM	Flexspace arrangements will likely prevent staff from delivering effectively and will cause unnecessary distress; it is also embarrassing to learn that the UN had just spent so much money on the CMP and will now through away (not even recycle -- throw away!) the brand new furniture to replace it with some furniture "for share" which does not fit the workflow and will prevent staff from having a dedicated desk. It is more amazing that the Organization finds 10 mln dollars from within existing resources to replace the brand new cubicles yet has to cut RB posts from 2018-2019 budget from non-umoja related areas, outputs for which did not decrease, but at times increased. In addition, with the implementation of UMOJA processing time for any admin related issues increased by much and accountability eroded
DGACM	There should be more transparency and communication about job openings. Lateral moves are particularly worrying: in some cases internal candidates are not even notified of the result, just the selected candidate. Recruitment in New York is done without realising that people come from different places and may not know the city. It is stressful for people being recruited and I suppose for the recruiters too. There is not enough accountability.
DGACM	Implementation of the flexible workspace in the Secretariat building is leading to demotivation of staff. It is demeaning not to be able to occupy a dedicated work space.
DGACM	"I trust and respect my supervisor": "Agree" applies to main supervisor only.

DGACM	While UN remains highly relevant in today's world and the tasks necessary to fulfill its mission make perfect sense, staff members may lose sight of these facts, as they are confronted to an excess of intensive technocratic management. Indeed, a thick layer of management generates a continuous flow of goals (for instance, to hold x meetings with staff), schemes (to deploy innovative IT, whatever its real usefulness for staff) or procedures (so-called self-admin., various evaluations) of its own, which prevent staff from focusing on their core tasks at the service of UN.
DGACM	A direct and sure path to career progression starting from the G staff to P staff without impractical glass ceilings imposed on G-Staff (e.g. resignation before applying for P jobs or not being allowed to apply more than a grade/level higher) will serve to motivate and retain a huge pool of talent.
DGACM	None
DGACM	N/A
DGACM	The role of the DGACM management has turned into only a money-saving authority, without regard to its staff well being and morale. It is going ahead to disrupt and degrade its staff by moving us first to the 3B "swing space" (cellar space), and removing our small private cubical offices on the 12th floor, and bringing us later to the open "flex space", without assigned desks or private space. We will then move to 30th floor this year (3 moves a year!). This is imposing tremendous stress and burden on all of us, with negative health impact on us already apparent. With abolition of overtime for GS staff by the management, and this loss of private space, disregarding completely our well being and insulting our professional pride, degrading the staff morale is already resulting in extreme anxiety and desperation among colleagues. Dear Mr. Guterres, our new SG, please help us and stop this outrage imposed on your UN staff in DGACM; kindly review the situation and find a more humane solution how to save money and allowing us, even if smaller, but an assigned desk and private space where we can work. This move is planned on 10 March this year and it will endangering our service to Member States and the fulfillment of the mandate of the DGACM will be in jeopardy. We are pleading with you, dear SG, to stop this terrible situation of ours going forward and to help your staff in this critical moment. Thank you.
DGACM	At a certain point in time, a "P" staff member was 'hidden' within a G-7 post because there was no post for her at the time. The rightful G-7 staff member was unable to take on the rightful duties of her post because the "P" staff member received favoritism from the supervisor, to keep her in the Dept until a P post opened up and she could be placed in that opened post. The G-7 and Admin office knew of this, and did nothing to rectify the situation.
DGACM	Senior managers' decision-making style problematic, with little awareness of how actions will be perceived by more junior staff at all levels.
DGACM	Procedures within the dept are not unnecessarily bureaucratic, but with other depts (OHRM, EO), they are. Responses from OHRM/EO are, too often, excruciatingly delayed or non-existent. Gender mainstreaming at DGACM is far from being a problem to women, quite the opposite. Historically, there are far more women than men in language positions. Job stability has been a cause for concern, more so after seeing certain restructuring plans being implemented.
DGACM	There seems to be a lack of transparency in the way special assignments are awarded and rewarded. My own career is directly affected by the current restructuring in my Department.
DGACM	Dear Sir/Madam. I hope that managers don't practice additional limitations on General service

	Staff by denying them Annual leave approval unless the CT Hours are consumed first.
DGACM	Nothing
DGACM	I wonder why the UN does not offer part-time solutions to hep with work life balance.
DGACM	The UN is lacking, in high management at the level of the Division and the Department, in the areas of professionalism and integrity, and proffers no fair treatment or equal opportunity to its hard working staff. It flunks any test in motivating its employees or recognizing their efforts (more important than ever in the era of "Doing more with less"), and has no respect for their private lives. The quality of leadership (in term of supervision, mentoring, fairness and appreciation of hard working staff) is a disgrace.
DGACM	I would like to thank the Secretary-General for striving to improve management at the UN. I work with some outstanding colleagues and take pride in the work we do, but there are some serious issues that need to be addressed if the Organization wants to retain and attract talented people into the future. In my experience issues of gender parity, ethical behavior and management accountability are particularly acute.
DGACM	In my Section the only problem is that one staff member disrespect everyone else, including the Chief, and no one does anything to solve this problem.
DGACM	The UN does not give any type of support for spouses leaving their jobs and lives behind to accompany a UN Staff Member, and no support (daycare, subsidies, reduced working hours) for parents with children under 5 years.
DGACM	This kind of questionnaire doesn't allow much nuance. Yes, I'm proud of working for the UN and my Department; but I think that lately, the only that matters is showing to the powers that be that "we can do more with less", regardless of the real impact. So we are working long hours for a result that is at best average. I should really mention the frustration and sense of unfairness due to the change of benefits without grand-fathering staff.
DGACM	There is a lack of communication when it comes to restructuring services and functions.
DGACM	There is no universally accepted Staff Representative and as a result, the past few years has seen the worst times in UN history for staff members. Flextime will cost much more than it hopes to save, UMOJA is a complete disaster even now, with no hope of redemption without a complete overhaul and to recoup the disastrous decisions made by inept management, staff members are the ones to suffer.
DGACM	It is impossible to survive in New York on G salary.
DGACM	The UN leadership is subservient to dangerous country interests (namely budgetary cuts at a time when virtually no country faces an economic crisis), and focussed on career advancement rather than upholding the values of the international civil service. Our own leadership is undermining our effectiveness (and ultimately, our relevance) by going along with those advocating budgetary cuts, instead of fighting passionately for multilateralism and other UN values.
DGACM	- ATS Chief is a bad manager: He does not build trust, communicates very poorly, has a dismissive attitude and is unfair. - Staff evaluation/Promtion remains a serious problem. - Lack of adequate training for translators/revsiers. In fact the training function does not exist at all at ATS or other services in the Department.
DGACM	Although I would still recommend the UN as a career option, I see a constant decrease in salary in real terms and worsening conditions of work (constant overtime, offices without windows,

	threat of open-plan working and hot-desking in the future).
DGACM	Our branch will soon be moving to swing space in the third basement. We will be allocated slow and cumbersome laptops to work with. All OT/CT has been heavily curtailed but we are expected to complete the same work.
DGACM	Although it is said that the UN promotes Work / Life Balance, Telecommuting is still not well perceived with management who has a tendency to discourage it for no apparent reason to me in DGACM. Management is saying that if we start working from home, we might be ultimately asked to work from Home- Home (meaning country of origin.) Even the 2 telecommuting days are hard to get here in DGACM. Really, if one is capable of doing the same quality of work from home or the office, I do not see the reason why he (she) would not be allowed to do so. It is good for our health, good for the environment, good for our budgets and even good for our performance, because sometimes, instead of taking a sick leave, we could work from home, when we are not feeling on top of our health
DGACM	Lack of integrity. Discriminations happen on a regular basis. Some supervisors act like bullies. Morale is low.
DGACM	Some people charge act as if the UN was their private company.
DGACM	Most of my answers are "Neither agree nor disagree" because in most cases I have positive and negative perceptions, and because in most cases it does not matter: many of us don't care anymore (see below). My main concerns are a) the need for more work flexibility (ending micromanagement of individual posts by the GA, which is crippling at so many levels; reduce internal experience requirements so that we are not kept hostages in a single profession; break down hierarchy perceptions so that we are allowed to make bold career changes); b) improving communication (my department is making lots of structural changes, all of which have been officially communicated after the fact; IT and HR changes are equally communicated after they are implemented; these things caught us off guard, we would prefer to hear some explanations, to see a relationship between stated annual goals and specific administrative decisions, maybe an open debate on needs and options, maybe being able to participate somehow, being able to be creative and innovative in support of administrative decisions); and c) the need to recover a positive working spirit (just like of my supervisors would dare to openly criticize our work when we are underperforming, none of them would tells us that he/she is proud of what we have achieved when we perform well; managers must be openly and justly honest with their team, they must share the information and understand that workers should receive praise or criticism (or support) according to their performance; otherwise, staff morale becomes dull, idle, and the general feeling is that nothing will change if we acted either like brilliant geniuses or helpless slackers). Finally, the insistence in that Umoja is a great thing, when almost everyone is suffering from serious management problems derived from this deeply poor SAP implementation, should stop immediately. A project should be started to creatively and efficiently declutter the administrative mess that it has created.
DGACM	I love my job and my colleagues. I just wish senior-level management would not operate budget cuts - which end up adding to our already heavy workload - in anticipation of requests from Member States. We are assigned an ever-increasing number of tasks in the name of budget reductions before Member States even ask for them. This compromises our ability to deliver the best possible results and makes us feel less motivated.
DGACM	The Organization may wish to consider asking S/M's to complete random and confidential 360 degree evaluations of their first line Manager's in order to have a more accurate picture of

	Managerial performance.
DGACM	The new motto nowadays is to run the Organization as a business. However, in the private sector the way staff is evaluated is realistic, our E-performance evaluation is Not! Those who excel are seldom recognized; and those who get complacent and do not do their job properly are never evaluated objectively, and when they are nothing can be done because of the permanent or continuous contracts they hold. On the other hand, it is very difficult to evaluate someone with an "exceeds" expectations. We are indeed proud to tell people that we work at the UN, but the "pat in the back" nowadays is not enough! The private sector takes training of staff seriously and is usually an incentive in order to get the best of their staff. Our training programmes are focused on learning of languages. This is not enough. A 50 year old person has the possibility to start learning chinese or arabic , but this skill is not realistic in terms of investment of the Organisation. Staff should be able to have a wider range of training possibilities, not only within the UN, but also to take courses, attend seminars and training courses, externally, that are relevant to the work they do.
DGACM	Training - massively undervalued by the organization. In addition to upgrading skills, high-quality training keeps staff motivated. Training opportunities for G staff are subpar at best. ePas system - the current ePas system has created a culture in which mediocrity is rewarded. It completely fails to serve as an incentive to improve performance. Everybody gets the same rating. Please move to a better system that rewards improvement over time, one which recognizes shades of gray in terms of performance and not, essentially, bad, good and outstanding. It is a privilege to work for the UN, today more than ever.
DGACM	As DGACM in Vienna is about to have a new Chief, then none of these comments apply to her! My negative comments relate to Director of Documentation NY who pushes through new ideas without even caring to check first what other duty stations are doing (I sat through a presentation of a novel idea which we had been doing for years!). Doesn't care anything about staff. Thinks we could all be replaced with machines.
DGACM	I think that Albano Building is not a healthy place to work in, especially in Winter. I also think that working for the UN has its own value regardless of individual work conditions.
DGACM	The biggest threat to the integrity of the Organization is that the core UN ethics/values/policies that we have on paper are not abided by, instead everything must be accomplished by favours and favouritism, rarely related to merit, which demoralizes staff.
DGACM	Budget constraints and resource shortfalls are a reality of today's world and the United Nations is no exception, but the dehumanization of the United Nations workplace through initiatives such as Umoja in particular are making the UN a less attractive place to work or attempt to pursue a career. Human interaction used to be a hallmark of the United Nations, but it is rapidly being displaced by more and more computer programmes, some of which are launched without being anywhere near ready and which are not backed up with appropriate human support for users.
DGACM	The work environment for essential staff in DGACM has deteriorated, while many more purely bureaucratic units are created and new tools are imposed, not to make work better, but to divert our attention and compromise the quality of our work.
DGACM	I'd like to see the telecommuting policy enhanced and clear rules for work-life balance in place. giving all the authority to the chief makes it prone to his/her personal opinion and/or preference and beliefs and not to staff's own circumstances.
DGACM	N/A.

DGACM	Though I now work in Geneva, I have filled in the survey as if I still worked in DGACM NY, which I did until recently, because I can't answer yet for UNOG. I applaud the SG's decision to make things less bureaucratic. It would be important to also have a provision to make it easier to remove managers who are grossly incompetent but have permanent contracts. I feel the selection process needs to be overhauled. The interview process is a joke : it's very easy to write just anything in the report and to turn anything the candidate said into a positive or a negative. Given its flaws, the interview has way too much weight in the selection process. Past performance is barely taken into account, though we have a performance evaluation system in place - I have been forced to interview people who had recently had a PIP: what sense does it make to let them apply for a promotion when they were not deemed to perform at the required level in their current job?
DGACM	No comment
DGACM	Supervisors are not always hired on the basis of their experience and knowledge.
DGACM	Despite the negative comments made about the Organization, I am proud and grateful to work here and especially in the DGACM.
DGACM	Leadership in DGACM is too manipulative and authoritarian. Rules are bent in order to accommodate personal goals and interests. Promotions are given to incompetent people.
DGACM	Some of us served in the UN for decades, yet the moment we retire it is as if we were never UN employees. For example, my personal status is that I am a refugee in Lebanon, even after serving all these years at UN. The moment I retire I will go back to being treated as a refugee. UN retirees should at least have some concessions that would make their lives easier.
DM	Senior managers of my department seem not to heed the calls, made by workers, for more opportunity. New workers seem, categorically, more preferred than the existing. This lowers morale.
DM	Good if consultants are given better pay with health benefits.
DM	Service goals, strategies and plans need to be communicated better and integrated with the performance management framework to ensure appropriate actions are taken in a coordinated way to deliver on specific agreed upon objectives. Career planning and development are tremendously hindered when external candidates (usually from somebody's clique) are given preference over internal ones who are already familiar with the job, when the training budget is slashed overtime and when the use of what is left of the training budget is not very transparent.
DM	While I agree w the values that the UN USED TO embody. It has but whittled to whims of the least qualified people not just of work ethic but lack of integrity, racism, harassment and personal benefit. It is a sad day for USA as is the UN. It is still better than most places to work, but far from the once proud and mighty Organization that it stood for after WWI.
DM	Good workers who quietly get the job done sitting at their desk are not rewarded. It is almost always those who are "out there" actively seeking out ways to interact with management over coffees and lunches, or gain visibility by making unnecessary presentations etc., that unfortunately end up getting the promotions that the quiet ones deserve. Something needs to change to reverse this trend. Get rid of FPD - outsource the function instead.
DM	I look forward to the establishment of a new staff union in NY, and hope that the prior Union executives are ready to move on as well for the benefit of all.
DM	This survey is too Department focused. The majority of issues in the UN are cross-Departmental

	and the games played between Senior Staff in different Depts.
DM	Per OHRM, "Please note that there is no right or entitlement to Flexible Working Arrangements. They are purely voluntary for all concerned and require a specific agreement between the staff member and his/her supervisor." Flexible Working Arrangements should be a staff right that is not subject to manager approval (and therefore inevitable rejection).
DM	There are staff members who are just there, earning salaries every month but not being assigned any job responsibilities while others are working so hard and not getting a chance to be promoted. That's unfair
DM	On devrait beaucoup plus favoriser le télétravail.
DM	I feel all staff should be treated equally and all should be valued regardless of whether they are general or professional staff or the work they do.
DM	Staff should be given the opportunity to evaluate their supervisors. Some supervisors use the e-PAS as an opportunity to lash out at their staff while during the year they offer no opportunity for discussions or feedback on job performance
DM	OICT
DM	I have worked for the UN for a very long time and overtime I have seen improvements in some areas such as standardisation and better work processes. However, what has not improved is active career development of staff. And that has got worse over the past 10 years, partly I believe because expectations have been raised - mobility scheme, training etc. etc. We talk about the amazing opportunities there are for staff, talent management etc. etc. but there is absolutely no active efforts. I know so many examples. I think the management culture in the house has not really changed either and that is because we don't hold managers accountable. They have a conflict of interest there, as they would have to agree to be held accountable.
DM	2017 marks the start of my 20th year of service with the UN. As a staff member I wish with all my heart that there were more opportunities for staff members to develop and progress in their careers in particular for staff member in the GS staff category in the Information Technology field. In this field unlike other more administrative based functions and tasks within this organization, there should be a more concentrated effort to adjust the HR practices and staff pay scales to better reflect the skills and knowledge required to perform my day to day tasks. No offense to anyone, but in this particular field, this organization trails very far behind in its treatment of IT staff.
DM	This is nothing new, but, GS (and related) category employees should be given more career (development) opportunities, including allowing them to apply for Professional positions without any restrictions. Current system does not make sense (and creating a wrong culture here, as we all know) and UN needs to persuade member states more strategically to achieve this. Furthermore, if posts are cut, front offices (ASG/OUSG/EOSG) should shed their resources at first, instead of adding/keeping their posts to show true leadership. True cost of mobility programme should also be disclosed/explained to member states to properly assess if the scheme is feasible considering current political environment. Otherwise, I am afraid it might strain the organization's resources further. Thank you for your kind consideration.
DM	N/A

DM	1. The ICSC compensation package changes may be the straw that breaks the camel's back. We have been asked to do more with less for over a decade, to the point that we are unable to deliver on the programme mandates, which is discouraging enough, but now to be objectively told that not only is our work not valued; that WE are not valued sufficiently to even pay us enough to make ends meet, is disparaging. 2. There is too much nepotism/favoritism when it comes to promotions...who you are friends with, as opposed to actual capability to deliver and work ethics.
DM	Respect for staff has been a corner stone of the UN, however, recent changes on how staff are treated and how careers are fostered and developed indicate that staff are less respected for their efforts.
DM	unable to do the job without having the budget to do it. Lack of training on new technologies is going to hurt the UN. Not hiring top employees is going to hurt the UN. The hiring process is weak and doesn't truly pick the top candidates!!! The deadwood kept here at the UN is going to hurt us the most. Fire the weak keep the best.
DM	For the UN in general I would wish to have a stronger culture accepting failure when it comes to trying out new ideas and approaches to work as this is a precursor for innovation and continuous improvement. I would also wish that inter-departmental "battles" were eliminated and replaced by a joint purpose/more constructive spirit so that we move more frequently in the same direction for the good of the organisation and the people we serve!
DM	Less than 8 people are staff in our department. I have worked more than 7years and I remain in the same grade/level. While the remaining people (more than 15) who worked here are consultants for more than 3 years. They do not open enough staff positions.
DM	Leadership with no clear vision. Nepotism and no competition at the highest level.
DM	There is no opportunity for career advancement or promotion within this department. Working in shifts does not provide work-life balance other staff members enjoy. Working in shifts also makes it almost impossible to attend classes to learn new languages or other areas of work which could be beneficial for career advancement. Since I have joined the Organization, I have never received any advise on what career paths are available in my line of work.
DM	The HR is the weakest office and from there all problems originate. Since at least 20 plus years HR has been complaining of the hiring and promotion processes which in the first place were created and established by the HR. The de facto policy is whom you know and not what you know.
DM	There is a need for grater accountability at the senior level. We need leaders with a shared vision and collaborative spirit. We also need to rethink our entire management structure and principles. Lastly, it's time to rejuvenate the management candor by offering buyouts to senior officials at the D1 and D2 levels in order to create opportunities to bring in new blood.
DM	I sometimes think that higher management does not realize how large the workload is for some GS staff and how complex our work is. I wish they would ask us for more input before making decisions. We are a valuable source of information as we deal with the day to day duties and know how changes will really affect staff, both in the positive and negative.
DM	More flexibility and trust amongst employees, the UN is unnecessarily bureaucratic, IT department is a complete mess.

DM	The G to P caste system at the UN is arcane and highly insulting to staff members. It's medieval. Highly intelligent and capable staff are penalized by the system and have no way of getting ahead or promoted in their fields. For the UN to succeed in the 21st century, it must do away with this inefficient and highly prejudicial system, thus treating staff FAIRLY, and not based on bureaucratic rules and forms that make no sense to anyone.
DM	Recruitment is terrible, no communications, no respect for UN mandate and goals by the management, it is getting worst by every year
DM	No comment !
DM	While I approve of the initiatives being taken with regards to balancing the work force, I do believe that the organization in its eagerness to reach balance has on multiple occasions hindered careers of talented people from moving forward. The organization should put some focus on removing "dead-weight" staff. That would provide more opportunities for reaching balance and would be more fair for those that are eager to progress the organization and themselves.
DM	I am blessed to be working for the Section I am working for and have a supervisor as my supervisor but a lot of chiefs/officers are at the UN only for their own career and absolutely not for the Organization. That discourages a lot of us... Also the UN is extremely bias against Israel and that makes some of us not proud to work here.
DM	Workload is not manageable, many more resources are needed. Need to open the door for GS staff to apply to Professional category Jobs. GS Staff are way more qualified.
DM	I believe many people in a management position lack management/soft skills. I don't believe that staff management is high on their priority list. It may be an issue of training or exposure to the "real world" (corporate).
DM	After 6 years of working in the same position I was not allowed to go on temporary assignment to a much higher level (from gs to P) for few months temporary assignment, thus blocking me from having experience as an officer, albeit temporarily. Except an g to p exam, there are no other way for a GS s/m to move into another category. Temporary assignments are the only opportunities, but if those are also blocked, it is demotivating.
DM	I feel the Organization lacks the possibility of rewarding staff appropriately, with promotion, financial recognition, or other means. In particular I feel too many rules and regulations, including mobility, gender parity etc, accumulated one on top of the other over the years. As a result, the Organization cannot simply hire/promote the best candidate for the job, impacting effectiveness and ultimately delivery.
DM	A good head of office makes all the difference.
DM	If I had filled out this survey two months ago, I would have told you how horrible my then manager was. Fortunately, my previous manager returned from a TJO.

DM	<p>After many years of working at the UN, we are over worked and under paid but we stay cos the overall goals are important and the steady work keeps me able to provide for my family. I hope to leave soon. As I look back at my 2 decades at the UN, I repeatedly see how staff are undervalued from managers and then by member states. If MS don't like the staff that are here, they can propose their own people and maybe 30% is circulated Mission people? In any case, once you arrive, HR will not let you change. If you get a higher degree, it's not valued. You just can't be promoted unless you quit and hope your friends will take you back at a higher level. It's who you know. The YYP is stupid and allows children to out rank seasoned staff. Truly it's a sad state. The worst is how colleagues cut each other and managers don't correct behaviours. If I'm wrong, say so & if not, tell the other guy to cut it out. Then they keep the poor performers and it's demoralizing. Poor performers are not just those who do not work but those who hurt each other. A friend said she couldn't get the job she interviewed for cos the manager has a habit of harassing pretty girls. If that is known, fire the guy, no?! Unfortunately, it's common to keep higher ranking managers even if they have been to UN court. Annual review has now no meaning. It's just administration and doesn't reflect your performance, nor is it timely. Mine are 18 months after closing date and it's not for asking. I'm just afraid they don't care and the 2nd manage writes immediately, I concur. No thought at all and I waited a year or more for that. How am I to behave if my manager can't say what went right. I save his fanny! Again, I hope to leave soon and maybe learn more and share a better life with a smart world. Good Luck and when is Barbara no longer SU pres? We need new blood pls</p>
DM	<p>UN Secretariat today is paralyzed due to poor planning/execution (e.g. Umoja!), lack of vision, lack of accountability, poor Human Resources "Management", red tape everywhere and repeating the same things over and over even when they no longer make sense. We're like a bunch of hamsters running in wheels.</p>
DM	<p>Managed mobility remains an illusion. Talent management reforms have created a more sluggish and less transparent process.</p>
DM	<p>UN should change the way it works to save time, money and resources. There is too much spending in unnecessary things. G staff should be able to develop as P staff.</p>
DM	<p>New York duty station is very stressful with families with one income. More attention should be placed on salaries here in NY as it seems that other colleagues in other duty stations live with less financial stress than here.</p>
DM	<p>Thank you for giving this opportunity. I feel so happy to work for the UN. I think if our department can allow us tele-commuting once a week, I feel more effective. Three children 3 hours commuting per day make sometime so tired. I can work so hard from home without 3 hours commute.. I am not sure why our department can not work from home.</p>
DM	<p>We don't manage the organization well, we don't take care of and appreciate people working for it, we don't use the people resources in the most effective way. How the organization can take care of the world if people who work for it are always living in stress and uncertainty.</p>
DM	<p>I am extremely frustrated by the inability for the management of the Organization to address flexible working arrangements. There has been a lot of lip service to this objective with little actual progress. I feel we are being asked to work beyond normal working hours week after week but at the same time there is no real flexibility regarding working from home.</p>

DM	<p>Even after having worked for the UN many years, I still love my work here. I believe in the goals of the UN and want us to succeed, and overall, I have amazing hard-working and dedicated colleagues. That said, I also feel that there are several areas that ought to be improved so we can do our work better:</p> <ol style="list-style-type: none"> 1. The "Level" of staff too often doesn't match our responsibilities. For example, some P2 staff supervise as many as 4-6 FT staff and up to 16 consultants; whereas some P3 staff supervise just one or two FT staff or none. 2. It is nearly impossible to not renew the contract of under performers - and this not only negatively affects how much work gets done, but also the morale of all on the team. 3. Some Directors have "assigned" staff to an open post without a full recruitment process "to save time" - and this has led to teams acquiring an "under performer" (or perhaps someone not ideal for the post), adding to frustration. 4. To work more effectively, efficiently and productively, we need flexible working arrangements that are truly flexible - and more support for adjusting to open space working arrangements. Many have struggled to adjust to open office space - especially given that many of us need to be "found" by our clients or colleagues - and far too much time is wasted looking for people. Also, current "flexible working arrangements" are, at best, rather inflexible, and many top managers have actively discouraged teleworking or other such arrangements despite evidence that it allows dedicated staff members to get more work done on projects that require extended concentration. 5. As we are encouraged to serve more staff and for a lower cost by offering meetings and training via WebEX or similar conferencing tools, more technical support is needed to ensure that this can be done more smoothly. 6. It may be much more cost-effective overall to purchase licenses to IT tools that work and are well supported, than to put more money into UN tools offered by ITSD with which we are constantly encountering glitches and shortcomings that very slowly, if ever, get resolved. 7. The onboarding of staff needs to be streamlined so that we can get someone into a post sooner, and a newly hired staff member who starts working with us can be fully able to function within a week (not within a month or more, as it seems to be now) and to start getting paid much sooner. 8. It ought to be possible for newly hired staff to begin to complete mandatory training before they actually start work. Some new hires have free time between jobs that would be well used by taking that training before they start their actual work. 8. All those who do the work of the UN ought to have access to training that allows them to do their work better. Thus, we should not only allow staff to get trained, but also consultants, UN Volunteers and even interns. Also, even staff are not given enough time and access to training that is essential for their work (e.g. how to access critical resources; writing for the UN; IT and presentation skills, etc.). Also, emphasis ought to be placed on demonstrating how a learning opportunity has enhanced skills, and on providing follow-up support that allows staff to apply skills learned to their work. 9. I feel that the UN could do more to 'connect' better with the people of the world that we serve. For example, upon visiting many UN missions, I was surprised to find that many serving in a Mission did not speak the language of the country or region where they were located - and given security restrictions that didn't allow them to transport any locals in their UN vehicle, etc., those working for the UN and their families were largely separate from the local population - even more separate than staff and their families of local embassies were. This does not seem like a good situation to ensure local support and security of UN staff. Perhaps we ought to be more strict about the language skills of who we hire and/or about need to develop language skills to a certain level within the first year of service in an area. Also, what if we were to require not only a "security" briefing, but also a "cultural awareness" briefing? And perhaps it could also help to allow staff in all duty stations to have up to X paid days per year to volunteer for an "approved" local cause - working with the local community to help the local community. <p>Thank you for considering these ideas.</p>
DM	<ol style="list-style-type: none"> 1. No geographical diversity. 2. Between 12- 15 people left within the last 15 months.
DM	<p>Recruitment of staff goes through so many layers that it usually takes months before selection and hiring is done. To get promoted, staff herself needs to find an available post. Managers can only</p>

	recommend but cannot guarantee promotion.
DM	Management skills training for supervisors and managers may help improve their management and communication skills, and morale.
DM	The HR hiring process, promotion process and performance evaluation process need to be reviewed and revised. Hiring and promotion takes forever with unnecessary administrative burden on hiring manager. Also, there is no link between performance evaluation to promotion. The performance evaluation rating (4 level) does not mean anything given most of staff are given the same rating.
DM	Investment in information management, knowledge sharing and preservation of institutional memory is not taken seriously at the UN and is being constantly undermined. Everything is led by technology deployment and not best practices for information governance. The UN recruits substantive experts that have no knowledge of information management practices, knowledge is not being leveraged in a meaningful way, UN funds are being wasted by constantly reinventing the wheel (access to poor quality information to make decisions, lack of understanding of staff responsibilities regarding the role they have to play in managing information which results in inaccessible information and lost knowledge). Information is one of the Organization's strongest assets along with its staff. The private Sector understands the value of information, the UN does not. Information management is misunderstood among senior managers and this is the reason why the responsibility for managing records and information is being left to junior support staff with no authority to enforce best practices. Lack of compliance with best practices and information management standard puts the Organization at risk on information loss and leaks.
DM	It would be nice if the leadership in OICT do what they preach. Instead they give preference, and promotions only to their inner circle staff, who mostly were hired recently from outside of UN, disregarding career prospects of long serving staff in the department/UN.
DM	It would be nice if flexible working arrangements were available in all jobs and departments.
DM	I am a very hard worker but hardly get noticed for my contributions. It is difficult to leave the department as an older General Service Staff member. Newly appointed staff at the Junior Professional Level are treated much better. Very demoralizing.
DM	It is disheartening and demoralizing that despite my 30+ years services both in the field and at HQ that my experience, expertise gained and education is IRRELEVANT - because the organization wants 'new blood'. So far the 'new blood' have proven to be self-serving and interested only in their next promotion.....at this rate the UN will be lucky to make another 70 years!
DM	I would have liked to see questions on accountability for senior management; and for what mechanisms are in place for managing performance, including underperformance (which is pervasive). Additionally under the career section, there is now in my office ZERO money for external training for the very narrowly specialized work we do. In your list of inclusion (eg. gender) you need to add age. I am now 57 and very good at my job, but I am stunned by the way in which very good and well-intentioned peers and managers tend to write me off because I'll be gone in 5 years. It is quite remarkable and a real problem.
DM	In my Office (OICT) the CITO/ASG should hold her D2 and D1 reportees accountable for holding regular meetings with staff under them. Also, I strongly propose a channel to send back comments directly to CITO without being sanitized to let her know the opinion of staff.

DM	Hope with new management things will change for better.
DM	The overwhelming use of consultants in DM/OICT is a great detriment to the department. More good staff positions are needed.
DM	I hope there is a complete cleanout of senior management in this department. They have no integrity and flout the rules and regulations. When called on it, they consider the person that called them out the problem.
DPA	Please consider the career development for FS staff so, most of the position and opportunities are presented to Ps and Gs
DPA	I have just worked with a fair go chief of section since he sit in office July 2017. Hopefully he will be able to fix poor practice which has been carried on for a very long time in terms of recruiting friends and favor on few nationalities.
DPA	We assume that constant degrading and unpleasant comments in public to senior staff, in particular to the senior gender advisor, and in particular in front of other including junior colleagues contravenes UN values and principles in addition to being a demotivating factor. In our office we have comments such as "For a senior gender officer, you are not smart at all" or "vous etes intellectuellement limité". No acknowledgement or recognition at all for effective meetings organized or successful missions carried out. Not only his door is never opened to colleagues, our Special Envoy keeps excluding many colleagues and only works with a very restricted/favourite group of staff . We assume that applying such 'dividing strategy to rule' policy is not constructive and does not promote the team spirit in a small office. The use of office furniture for personal use at home is against the UN principles. We hope the situation will be improved to allow us to come at work full of joy and motivated to accomplish more than what is expected. Thank you for your consideration.
DPA	SRSOs and Special Envoys should be held more accountable and not be given a free hand to do what they please. They should be made fully aware of the rules and regulations that also apply to them and not just their staff.
DPA	I am going to use this opportunity to complain first of all about Umoja, a broken, unnecessary, outdated system which has not improved productivity and continues to cause problems in our daily work. Umoja is like an additional moving bar that the staff need to jump over daily to get to complete their work. After one year has passed from its launch in DPA, the staff are still facing issues, including, but not limited to even non-payment of salaries, in some cases for over 2 months. Moreover, It has created extra, useless layers of redundant activity when travel is considered. It's an irrational, indefensible nightmare. Lastly, the archaic policy of segregation between General and Professional Staff is depriving the UN from maximizing its potentials and utilizing the valuable staff who are being limited because of their job category. Thank you for paying attention.
DPA	I love my work and am a very dedicated and proud UN Staff Member. Nevertheless, it is demoralizing that my department at least does not take seniority at all into account for promotion. Every job is a free for all with hundreds of applications and people who have the best connections have the best opportunities, especially in view of the equal consideration to external candidates. So it's rather disheartening to be dedicated and work hard and do a good job, but have little prospect of promotion, especially as a single parent who cannot dedicate that much time to self promotion and career management. The many temporary jobs and equal consideration for external candidates also have created a situation where many people who do get jobs are often on 3-6 month contracts and so are constantly looking for their next job which is both a problem both for staff turnover and the ridiculous amount of time managers and staff spend on hiring. It also

	has been bad for geographic representation, as there seems to be an idea that for a temporary post it isn't as critical. There are hundreds of very qualified applications for every post but there is no longer a standard for what is considered the best staff as most do not pass the YPP, but rather are hired by individual hiring managers because of their connections. It really detracts from our ability to do our work and though I'm still somewhat happy and motivated, I sense I can't keep it up much longer.
DPA	More needs to be done to support junior women and women with children in advancing their careers.
DPA	The selection process should be a fair one. It took me 10 years to get a G5 and I am 6 years applying to a G6. Whenever I apply there is always someone seating at the post or they have someone already in mind that they want to give the post to. I join the UN in 1990 and people who joined the UN after me are already G6. Seniority shall be taken into consideration. And no more that because you know someone, then you get the post.. thanks
DPA	The former SG's policy on promoting women to leadership positions has led to the systematic exclusion of women on the basis of gender after interview to short lists and rosters for senior positions in order to appoint men. There is no redress.
DPA	There are/have been instances where certain staff members(s) get preferential treatment over others on the Team.
DPA	UN staff needs to once more feel inspired by the leaders and managers at all levels.
DPA	I am proud that I work at the UN
DPA	Unfortunately, the leadership of my Department does not value sufficiently in house talent and recruits most of its senior staff from outside the department. Hiring decisions are centralized with the Chief of Staff. More generally, in POLNET, there should not be a generic test for internal staff members before they are allowed to compete for a post in their own area of expertise. This is demoralizing and demotivating.
DPA	There are challenges when it comes to the joint office management with differently funded leaders including handling UMOJA.
DPI	Selection for esp., TJO, has to be based on action than good talking. HM esp., for TJO cases, has to be given chances based on the skills of the candidates, compare to the current post held by the candidates.
DPI	Communications and public information need deep refurbishing and consequent adjustments- in terms of VISION, STRATEGY, PROFESSIONNALISME and ARCHITECTURE, should the United Nations wish thrive, or at least survive in a rapidly changing multilateral context that has nothing to do with the post WW2 or the second half of the 20th century. I couldn't agree more with the SG that we need to communicate BETTER and WITH IMPACT ! But this requires out-of-the-box thinking and action. In this era of ferocious communications and "competition over minds", the UN style of thinking and doing things remains a bit prisoner of an old mentality of static librarians not communicators and marketers.
DPI	My department as well as the UN in general needs to work a lot harder on retaining talent, including making it easier for talented and hardworking consultants to become staff members and interns to become consultants. Our team has lost so many talented consultants due to unnecessary bureaucratic rules, and many of our talented consultants leave before the end of their contracts

	because they know the job is a dead end with no benefits and little rewarding experience.
DPI	Bureaucracy is too rigid --anything could be done
DPI	I have suffered from the lack of communication/transparency in my Section and the partiality of the recruitment process. I regret that we are not seen as assets but sometimes as robots. I am also tired of constantly working in understaffed teams. I value the UN and it's goals, I believe it can change something in the world, but I think staff members need more respect for what they accomplish with less and less means.
DPI	This is my fourth assignment with the United Nations in my 11-year service for the organization. I worked at the field, country, regional and now global level - in LDCs, developing and developed countries - and this has given me unique understanding on how UN is really relevant to the people who depend on it. However, I feel many colleagues, in particular at global/HQ level do not fully see this side. Mobility from HQ to field should be encouraged and similarly for people who have moved in their career should be rewarded.
DPI	I work in a large and diverse department and know very little about what is happening in other parts of the department. I do not even know what is happening in my division. It is therefore difficult to answer questions relating to the work of the department as this is a very unclear entity to me.
DPI	There are discrepancies across divisions and departments within DPI which affect our work/life balance. For example, within the DPI's Outreach Division, some areas work the extra half hour during the GA's Sept-Dec period while others don't. Also there are severe restrictions on telecommuting even though it's encouraged in the UN overall. To improve work/life balance and for fairness, these practices should be streamlined across the Organization.
DPI	I have worked in this Organization for over 32 years this year and I still consider myself lucky and privileged to have had this career every day I come to work!
DPI	Sometimes I feel that decisions are made reactively instead of proactively, rules are applied unevenly, there's sometimes unnecessary micromanagement for basic tasks, and that communication is really lacking. I believe in what I do and like what I do, but sometimes the bureaucracy, working culture and management decisions can prove to be extremely frustrating.
DPI	I think the UN is a great place to work, if you have a stable contract (your survey is missing a question on type of contract!). Benefits and leave time are excellent. Unfortunately, some staff take advantage of it.
DPI	.
DPI	na
DPI	There is tragic failure of leadership at UNON. This is not being said lightly. UN rules are pretty much broken by those charged to lead. Nairobi needs serious examination. There is abuse of authority with impunity. Managers at the top have formed an unholy alliance and therefore can abuse staff without any sense of accountability
DPI	The management has completely avoided talking about the huge pay cuts many of us are taking. I will be taking a US\$3400 pay cut as a P2 with a non-dependent spouse and more than one child. Guess who this cut disproportionately effects? Women. The UN has far to go to be a women-friendly workplace that supports staff with families. I notice that most of the women in my area

	who are of a similar age and are at the professional-level are single. That seems to be the best way to have a rewarding career at the UN for women.
DPI	The survey asks about "supervisor" and I answer about my Unit's "direct supervisor" not the Section's supervisor. My answers overall are quite positive -- but if I were asked about the hiring & administrative & umoja my answers overall would be negative. The question: "Procedures in my department are not unnecessarily bureaucratic" is a bit ambiguous -- it would have been clearer to ask "... are unnecessarily...". -- I hope people answered they way they intended to. There is way too much fear or inadequacy of people in supervisory roles to MAKE DECISIONS and stick to them. Because they wait for upper management to make decisions instead, much time/energy/enthusiasm is lost. Give direct managers the power to make decisions -- and if they cannot make decisions they should be demoted.
DPI	My only wish is that... as staff we should have some extra time & place to unwind and relax when the time comes for a break. No reck room, no place to unwind!? Staff moral is at an all time low, in my opinion. Food in cafeterias cost way to much for the quality of food they deem "High-end". Providing an outdoor seating area with tables by the river, would help during the summer time as well. Just a thought to help staff feel better in their work area, and feel appreciated for the hard work we do everyday.
DPI	Although I completely understand how political appointments are inevitable; there should still be an effort to put someone competent - especially in leadership positions. And acknowledge the contributions of hard-working staff, who cannot be promoted because of lack of political connections/network.
DPI	Managers should be rotated across different departments in their UN career to gain more experience in managing multicultural personnel. The UN should abolish the G and P scales to position and remunerate its staff according to their educational background, experience shown in any particular field and their annual performance evaluation and not based on limited categories and unbalanced remunerations and benefits that make staff to lose interest in making any progress within the organization. The UN as a world organization should exercise equal rights to all starting from the right of its staff to be treated equal.
DPI	The UN talks a lot about transparency, accountability and empowerment. But---there is none of it in-house.
DPI	We are currently not allowed to telecommute. As a graphic designer, most of my work remains independent from the team until production time, for about one week every 3 months, when we all coordinate our work. Working from home would not be a problem. Why is there such a restriction on telecommuting, even once a week? My commute is more than 1 hour each day, to and from work. Other departments are allowing telecommuting up to twice a week. Thank you.
DPI	Would welcome opportunities for G staff to apply to P positions.
DPI	It is terribly difficult to handle confidential matters and those that require concentration in an open cubicle.
DPI	I wish there was a culture to work from home. Even though it is possible as per UN Staff Rules and Regulations, in fact many do not use this opportunity as it is discouraged by managers or viewed as being less productive or contributing less to the team.
DPI	UN needs more strategic leaders + young staff with fresh views. UN has strong culture of self-praise and is not good at looking at itself critically. Strong silos and duplication of work exists

	everywhere.
DPI	DPI was selected as a pilot department for the implementation of the flexible work options. While SO MANY staff members in other divisions, particularly OD are allowed to telecommute on weekly basis, some even telecommute twice a week (Sales&Marketing), The section I belong do not even allow general service staff members to telecommute (only Ps and few favorites can), not even on a snow day! (my request was denied and was told that I have to use AL or USL) Very inconsistent application of the policy across the department. My supervisor is always shopping on line and everything is delegated to staff below her. My section is notorious for pushing high performers away and have no loyalty toward hard working staff members. I can't wait to leave this department. The senior level managers in my section do not have any management skills. It is very frustrating....
DPI	Staff are equally responsible to uphold the ideals of the UN. The culture is always to blame others for the shortcomings of the UN but not to take responsibility of one's actions.
DPI	There is absolutely no career advancement. It is too demoralizing.
DPI	Please note, my Director is brand new. Also, I just left OLA. If I was still there, I would have put Strongly disagree - tout à fait en désaccord FOR EVERYTHING! In one of my meetings in the CODIFICATION Division, I was told during the meeting by a D1... "The meetings was not a democracy"! The old 80s culture is still prevalent even though that generation is retiring at a rapid pace.
DPKO	We have a grave problem with our Mission Support Director , medical services are grave where the Serbian Level II is unable to perform medical functions for tropical diseases, language barrier, they do not speake English nor French , the Rwanda Level II with the best medical services is located 600 km away from the 85% of the needed services . We have had deaths that should never have occurred this is a time bomb awaiting to explode we are crying our to the NY DFS management we need urgent help on medical front help help. The DMS does what he wants his way .We understand he would like to support his compatriots but not at expense of mission this is an intergrity issue. Please this is a positive observation missionwide not an attack. Treat this with urgency it deserves.
DPKO	The FCRB should be abolished. It does not capture the commitment and good performance of a staff member. NOT all people are good in doing examinations and some fail due to panic. Thanks.
DPKO	Leadership role should be guided and directed to reduce abuse of power. Leaders should learn to implement good leadership role.
DPKO	XXXXXX
DPKO	n/a

DPKO	<p>The United Nations is a great Organization. It is doing great service to the cause of peace, development and human rights in the world. However, the functioning of some sections of the UN are in a terrible state. In the DPKO for instance, the UNOCC The United Nations Operations and Crisis Centre is a very terrible place for most of the staff working there. There is no fairness or justice. There is a great amount of hidden racism and it shows only when promotions are due and people with experience are ignored to hire people with hardly any experience or talent, just on the basis of race, etc. The working hours are terrible. Most Operations officers have to come to work at 5 am in the morning and some have to come from far-flung places. There is no incentive. If you are very sick and do not come to work that day the consequences can be terrible the next days. EPas (performance evaluations) for some staff are based on race and color. And for some staff, it is perennially average and for some who have just joined the UN system, it is given outstanding, again on the basis of color and race. The managers, the directors and the supervisors all are racist and biased towards staff on the basis of their color. A good Organization like the UN needs good people to function and help others to flourish. In the UNOCC (which comes under DPKO and the EOSG), no self-advancement is possible, even if you have served for 10-15 years there with dedication and sincerity. I hope that the racism in the UNOCC will end soon, and there will be changes at the top level to have a balance and recognize talent and hard work of everyone, irrespective of race, color. It should be free of all bias. Thank you.</p>
DPKO	I am based in Entebbe but the stress in terms of work is as the same as in other duty stations and it feels unfair that we don't get R&R here.
DPKO	MINUSCA is a good mission.
DPKO	<p>The UN, esp. in the area of peacekeeping has, to an important extent, lost its moral compass. Contingents with serial and well documented patterns of sexual abuse are kept in place and victims are neglected in order not to rock the larger peacekeeping boat. With regard to the UN's role in the spread of an epidemic, even external experts reports were redacted internally to fit a morally and factually indefensible narrative of denial.</p>
DPKO	more ethical issues have to be addressed by management.
DPKO	UN should have more geographic and national balance in all levels of nanagement. It is currently being dominated by Europeans and lesser footprint of equally or more than competent senior managers by footprint of Asia and Africa. Colonial mindsets though not openly, still dominate all aspect of UN peace operations.
DPKO	The idea is equal treatment for disabled staff is ludicrous, there are no options for disabled other the taking the pension package. There is no mobility to a more suitable mission or duty station where productive staff can still feel useful.
DPKO	This survey and the SG's plans for staff welfare will be completely and utterly redundant if accountability is not forefronted, and staff and managers are held accountable immediately for non-performance.
DPKO	For the mandate of peacekeeping missions to be effectively implemented, there is need for their leaderships to politically sensitive in decision making.
DPKO	C'est depuis que j'ai joinds la MINUSCA que ma maniere de travailler a changer a cause de la lenteur des choses dans mon departement, l'esprit de groupe nous manqué et les opinions des uns et des autres n'est pas pris en compte. Il ya beaucoup d'individualisme dans le travail. Les informations concernant le travail ne passé pas.

DPKO	I am very happy to be given the opportunity to express myself regarding my current office. I wish comments and responses from staff members will be effectively taken into account and the necessary adjustments will be made.
DPKO	The UN must be proactive and pragmatic in decision making.
DPKO	ONLY PROBLEM IS THE ROSTERING PROCESS
DPKO	WHEN MATERIAL AND SERVICES ARE CONTINUOUSLY PROVIDED THEN STAFF ARE DOING THEIR JOB. WHY ARE THEY THE ONE LOSING THEIR JOBS. THE FAILURES IN PEACEKEEPING IS NOT CAUSE BY THE SUPPORT STAFF.
DPKO	The issue of discrimination, abuse of office/power by Managers/ Supervisors at all levels should be seriously discouraged in the UN.
DPKO	I STRONGLY BELIEVE IN THE UN VALUES AND THE UN AS AN ORGANIZATION HOWEVER MOST OF UN STAFF ARE NOT HIRED BY MERIT, HENCE LACK OF PROFESSIONALISM, ETHICS AND RESPECT TOWARDS DIVERSITY. I HAVE BEEN THE VICTIM OF MISTREATMENT, ABUSE OF AUTHORITY ETC... JUST BECAUSE I WANTED TO PROTECT THE BEST INTEREST OF THE UN BY REFUSING TO SUPPORT CORRUPTION IN MY ORGANIZATION. I DID REPORT AND ASKED FOR PROTECTION AGAINST RETALIATION BUT GOT NO HELP FROM THE MISSION LEADERSHIP. MY CURRENT SECTION CHIEF (P5) IS INCOMPETENT, RACIST AND ABUSES HER AUTHORITY TO MISTREAT STAFF LIKE ME BECAUSE WE ARE PROFESSIONAL, DEDICATED AND COMMITTED. I DID REPORT HER TO CDU AND THE MISSION LEADERSHIP AND I WISH THAT SHE WILL BE INVESTIGATED AS WELL AS HER DIPLOMAS. THEY ARE LOTS OF MONUSCO COLLEAGUES IN THIS CASE;
DPKO	the people in my department are poorly qualified, lazy and do not care about producing results. furthermore Kinshasa should not be a FDS, it does not comply with the requirements, making Kinshasa a FDS was solely a financial decision made by bosses wanting to please their bosses
DPKO	The career part is shrinking and people are not sure of their promotion anymore. FRB has become a medium for management to recruit only their friends. The exams do not as frequently as one would expect
DPKO	The survey should be Department or mission specific. Otherwise, it is unclear against whom you are ranking your answers.
DPKO	I live with uncertainty and fear. I am not assigned in line with my expertise.
DPKO	One true example: FS5 vacancies are advertised to promote the staff in the same organization. You should not expect to get that job when you apply. This message is demoralizing, demotivating, unfair and absolutely nonsense. This is happening in Security section in all UN mission and Chief Security Advisors are briefing this to their security staff.
DPKO	UNMIK need a thorough review or audit, and not least an investigation into various types of misconduct that has been going on for the past 3 years. Specific individuals may have committed acts of corruption, harassment (incl. systematic), abuse of authority, abuse of UN assets, misrepresentation etc. I would gladly meet with any audit or investigation tasked to look into any of these matters in this mission.
DPKO	There are quality staff with vast experience capable of performing at higher levels, but the system has stagnated those at the FS level, their experience is not taken into consideration when

	compared with other categories of staff.
DPKO	I am committed to my job and responsibilities, and I love my jobs specifically. I try to keep positive and do a good job despite that some times my motivation is affected by the atmosphere / dynamics around. The day my frustration is more than my motivation to work, I will leave the organization. I think that is why good people leave the organization... they lose their motivation.
DPKO	I believe that as a woman working in the United Nations, the UN has forgotten its commitment to its women employees. As a woman, I have been overlooked for promotions and have not had any avenue to express my dis-satisfaction. When I have expressed my dis-satisfaction to my Chief of Section, I have been told to shout up and not complain; I am not a team player!!! In addition, the FCRB process that came out with such a fanfare, I consider mismanaged and a corrupt system with the same people having opportunities to move from one mission to the other while others are doomed. With authority given to Field Missions, program managers and Personnel offices, do what they want and many of us are left languishing in dying missions with no possibility of promotion or deployment. Many of us are very disillusioned and no longer believe in staff possibilities. My question - for many of us who are stuck in this vicious system of the Mafia FCRB, why did the system not allowed for long-time employees to be GRANDFATHERED in the new system and incoming staff put through the new process? The FCRB has punished many of the long-time employees of which I am one.
DPKO	I would be happy if they could give more opportunities to the locally recruited staff. We are considered as second class employees and all the opportunities go to the International Staffs.
DPKO	N/A
DPKO	Most of the people joins tge UN for good compensation pacakge. However, the stagnancy in work environment & the lack of career development and absence of the promotion system block career aspiration and motivation. Creativity has no place and bureaucracy is at its highest stage. Discrimination among staff grades & levels is a reality and disparity between international staff & national staff is a serious syndrome of the Organization.
DPKO	This office (UN Operations and Crisis Centre -- UNOCC) under DPKO is the most inept working organization in the entire system. There is no staff retention and loyalty is never recognized. The supervisors are skirt chasers always looking to hire younger and younger women at the expense of experienced staff members, especially from the field missions. Many of the persons they have been hiring left and right do not even know what the acronyms of many field missions actually mean or what are they. There is a lot of racism and the supervisors and bosses only look to promote someone they are more familiar with--race wise. Colored individuals are never recognized. Taking a sick leave even when you are bed-ridden is the crime of the century and the staff member can be penalized and ostracized. The UNOCC is a brutal work place. Staff members are ordered to come to work at 5 AM and leave the office at 5 PM. There are irregular working hours and shifts -- day and night. Something needs to be done about it. Most of the work done is duplication and nothing special at all. It has just been over-rated by some idiotic senior managers who want an easy and comfortable life. They don't really care about the well-being of the staff members. The UNOCC should be dismantled and reorganized.

DPKO	<p>Of my last two supervisors: the first thought my transfer to this duty station was 'excellent. However, a staff member (speaking the same language as him) slowly persuaded him to work less with him, alleging my gender (female) and nationality (Western) until finally I was reduced to doing one task a day, and him not speaking to me at all. The other, a transport officer, became his friend and almost mentor. My last supervisor, two weeks after obtaining the post, confessed he did not know what "DPA" was. Mind you, it's a D1 post! Also, four times within his first few weeks, he was chairing different meetings with the other UN agencies that work there, and did not hesitate to answer questions put to him that he did not know the answer to. I could not believe it. Once, it would have been silly. Four times, it's dishonesty, its pretending to know your job. On all four times, someone in the meeting did know the answer, and answered. I also know, of course, but it was my job to know. Both these supervisors (D1 as said) knew I had been in their jobs, their office and their position a few years before, for 2 years, with excellent evaluations. Neither thought it fit to ever ask me, "did this happen in your time," "how did you resolve it", etc, which would have been normal. I always offered the information anyway. But it was so obvious that it would have been beneath either of them to work at that level with a woman. Unless, of course, she was the SRSG. Please note also that a D1 with 3 FSA and 1 P (myself) is a bit absurd, it is overpaid. Of course, the liaison duty is at that level, but a good P5 would be fine. The current supervisor, which I have described above, in a matter of weeks was not above making jokes at the expense of one of the parties. I do not know where we get these people. By the way, I would have applied to the post, but was always told, you cannot, it is a D1. I retired as a P4/9.</p>
DPKO	<p>I am fiercely proud of working for the UN, but I hesitate to recommend the UN as a career option because of the broken human resources and heart-breaking absence of staff development.</p>
DPKO	<p>Women with children get very little respect in DPKO. They are seen as less loyal than men with children. It seems out of the few women who climb the ranks in DPKO, most don't have children. This does not seem to be the case with men. If you ask for flexible work arrangements, you are automatically written off in terms of promotion.</p>
DPKO	<p>Some seniors at ASG level act like there were Generals in a dictatorship.</p>
DPKO	<p>Promotions: Promotions based on performance would constitute a great step to a higher moral and efficiency in our organization. At this time, the old "search-and-apply" mechanism represents a non-motivational aspect in our careers. It is basically not relevant how good or bad our personnel performs. Human Resources Management: OHRM couldn't connect with staff members in a positive way, it is basically the opposite. Policy developed and attitude adopted by OHRM during the last years is not in search-of-talent mode, it is more a block-and-expel staff approach. We are all truly afraid of this type of management. In some cases, staff members with families/dependants are considered a burden to the organization. There is a notorious lack of support and disregard to SM with families. Selection. The way of selecting candidates based on a misunderstood gender approach is damaging the reputation and moral of the male and female colleagues. Gender discrimination must stop, both ways. Mobility. Current mobility plans and its overall approach is seen as a punishment system (to both, staff and programmes/projects) . In most offices, the challenge is not mobility, it is retention. It is extremely challenging to excel in our programmes when most of the staff disappears so frequently. Moral. Most of us truly believe in the work we perform. We are strong self-motivated people. In general, supervisors, colleagues and subordinates work hard to achieve the organization's substantive goals and objectives. Perhaps, if human resources policies and approach change direction and start supporting staff based on their performance, talent and equal gender consideration, the moral will rise and the global levels of efficiency will be much higher than expected.</p>

DPKO	Please change policy on sick leave - being abused by s/m's who know how the system works. All s/m's should have accountability for work assigned to them. Give psychological exams as part of recruitment process.
DPKO	there is no accountability or oversight and nothing will be done anyway
DPKO	Managers as Mr. Guy Siri are shame for UN.
DPKO	I am fortunate to live and work in a friendly, open and serious environment, because workmates are professional and accountable about performance indicators. But all UN leaders, whatever the level or mission, must better control the daily job of their subordinates to improve the image and the feeling of local people towards UN, and hence reach better functional outcomes in their tasking and then work a little bit more.
DPKO	Staff mobility should be considered at all staff levels.
DPKO	I was shocked to find out that managers can and do manipulate test results to suit their whims and caprices, particularly in the training department in New York.
DPKO	I still strongly believe in the values of the Organization and the work we do, but we have a crisis in leadership that is destroying us from within. We need strong, inspiring, exemplary leaders and good managers, because the attitude, commitment and standards of quality trickle down...
DPKO	The UN systems for recruitment, promotion, postings, are very unfair, flawed and skewed. How come staff who just got recently recruited get promotional postings while other who have served longer remain in 'E' duty stations for over 13 consecutive years!
DPKO	I am really happy with my job in UN
DPKO	One thing I don't agree with UN and with UN management and its system it is about not rotating people at least within the mission and this not only my opinion which basically if you perform successfully it will be tougher to move to another mission. Now myself I work in security section not yet merged with UNDSS which I believe it will not happen and so you have UNDSS who are eligible to move every three years while we who are under DPKO we depend on the fate or we have to beg to move even within the mission whereas I have colleagues willing to move from regions to capital and myself to move in the regions however it looks like its a complex procedure and management won't bother to initiate even though we are for four years in one place and even though we have the necessary training experience to perform in regions and in capitals (MHQ). In addition we neither have a place to request further that our request is considered basically it depends from mission management and yes once you are in one place for long you kind of start losing your interest on performance. I believe that UN can create a system allowing people to move more often develop their careers gain more experience and share these experiences in other missions. For your kind consideration
DPKO	Quand nous sommes en dehors du Système de l'ONU nous avons l'impression que c'est la structure la mieux organisée du monde, chose qui avec certaines situation dans le recrutement reste à désirer. Dans d'autre section force est de le constaté que certain chef fond de la préférence entre les employer pas pour le travail mais pour des raison d'appartenance social, religieux. Donc ce sont souvent ces partique qui crée des environnement de travail invivable. De plus la plus part des superviseurs n'ont pas la notion de comment motivé le groupe, en plus il se moque que le niveau des staffs soient à la hauteur en leur donné les formations et les moyens de travail qu'il faut.

DPKO	If staff members have to be penalized for the organizations failure to provide mobility opportunities for them then this is not fair. Some staff members have applied umpteen times to move from Iraq but not mission is taking them on board. And for enduring in such a hardship duty station they still have to lose the mobility allowance.
DPKO	Am happy working in UN, doing my humblest contribution for the peace and development of the country where I am assigned. I may not be fortunate to have a post with the UN, but serving the people of this country is the best motivation for me to do my job.
DPKO	Recruitment in the UN is very non-transparent and perceived as ill-administrated by all SMs. Managed mobility turned into a joke. Field staff at hardship DS carry the bulk of work, this is not recognized through career opportunities and policy. All in all, I would quit right now if I had a decent opportunity somewhere else.
DPKO	1. DMS support is far below expected requirements for a level 5 mission area. 2. Cultural and national balance is not maintained, difficulty to integrate if you are not part of the majority. 3. Well fare, particularly food/catering services is sub-standard.
DPKO	Incompetent workforce, due to corrupt recruitment practices UN follows. Recruitment not on merit only on reference
DSS	None
DSS	Salaries scales should be reviewed comprehensively, living cost and high prices in the country are trending to be intolerable
DSS	My comments concern directly my service in Geneva's dutystation.
DSS	None
DSS	Definition of a clear Human Resource strategy for UNDSS staff, and fair treatment to Information Analysts
DSS	I have be required to consistently work weekend for the last 2 years due to bad management of staff in terms of work allocations and this has significantly damaged my health, but no one gives a dam in UNDSS about field staff.
DSS	I truly hope that merit and transparency becomes paramount in my department, in order to retain the most talented and most motivated people to do a job well done. And PLEASE PLEASE erase nepotism
DSS	Look forward to see 'ONE UN' from maximum perspective possible.
DSS	This survey is not complete enough to truly measure staff satisfaction eg there are no questions on salary and compensation; There are questions on departmental integrity but none on organisational integrity, e.g. the Organisation demands high standards of personal integrity and loyalty does it balance this with loyalty to staff and the organisational integrity and transparency. How satisfied are staff when they see double standards applied in travel and compensation policies?
DSS	The supervisor still treating unfair to the subordinates.

DSS	Aunque estoy muy orgulloso de trabajar para CEPAL-ONU, al menos nuestra sede deja mucho que desear en cuanto a carrera funcionaria ya que llegan amigos o personas de gobierno después que son destituidas http://www.24horas.cl/politica/el-historico-cambio-que-se-produjo-en-el-ministerio-de-hacienda-1659809 No me siento representado por mis superiores y menos por mis tareas en responsabilidad, mi motivación a caído considerablemente. Si me dieran la opción de irme a retiro me iría anticipadamente. En otras sedes se habla muy bien de ONU acá en Chile, vivimos en un mundo opuesto al resto en cuanto a gestión y liderazgo. Igual me siento cómodo por sus beneficios, previsión y jubilaciones Mucha gracias por estas encuestas que tienden a mejorar el ambiente laboral. Que dios los bendiga
DSS	UN is too big to supervise. Effectiveness of the work will be expected to some degree only.
DSS	Competency based interviewing is bringing the wrong people on board. There is no value in how the questioning is conducted.
DSS	More often newly appointed section/service/project managers start off with a positive spirit of fair and just treatment of their staff but a few months down the line, this spirit quickly fades off as new alliances take shape and hence the general feeling of the loss of esprit de corp among staff members.
DSS	UN advocates for growth
DSS	UN Salary is no longer attractive to talented individuals, especially at the GS level.
DSS	N/A
DSS	Mobility amongst the supervisors (Professional staff) does not seem to be working in DSS as such all the negative vices the United Nations is trying to work against are rife in the department of Security and Safety. They have been in Nairobi for as long as I remember
DSS	My department does not respect seniority and promotes others without due process
DSS	The UN needs to do away with the Caste system that exists within its employment structure. Presently, if you were born/employed in the 'G' Category, you die in the 'G' Category. The embarrassingly feeble and transparently perfunctory attempts at bridging the divide with and even more restrictive pathway I hope has not given comfort to anyone as repairing the breach. The fact remains, even if you are more experienced and academically qualified than the person who was borne in the P category, the G caste cannot apply. This practice is obsolete, is the source of low moral, and serves no useful purpose in a modern world. It does not fit into a learning organization, and definitely is not reflective of the example of the type of progressive practices for which the UN should be the vanguard. Opining inequities in other countries and structures rings hollow when ones own practice formalizes and in fact reinforces the those same inequities. The UN is a wonderful organization with which I am proud to be associated. However, I submit that while reasonable minds will agree, the cutting edge employment structures introduced in 1947 as the UN rose from the ashes of World War II, have served the organization well, it has outlived its utility, and is substantially overdue for dramatic update. Certainly, calling one group "Professionals" and the others sundry other names, is a self defeating, utterly outdated and a rather befuddling approach at inspiring all your employees. We now have the battle of the "Typewriters vs Internet Technology." Close call.... could go either way.
DSS	My Department is hampered by archaic and increasingly irrelevant corporate human resource rules and practices through which it is becoming impossible to put the right person in the right place with the right skills at the right time, ready for programme delivery.

DSS	DSS needs to be reshaped, is under the control of a little few who retain the power to give and take. USG was not able to stop that.
DSS	no comment
DSS	Hoping the new SG will give more importance to staff members especially in career development.
DSS	Too many issues to raise them all in this context. here are a few examples: 1- DSS management attitude in one sentence: " Do as I tell you but not as I do" 2- Actions by management are contrary to words spoken and undertakings to staff. 3- Money and savings are put ahead of staff welfare, safety and security. Yet staff "expected" to go beyond the call of duty not on an exceptional basis but as routine at the expense of individual's welfare and that of their families. In summary: Toxic working environment.
DSS	As a former colleague once told me, it is remarkable what the UN manages to achieve, despite the unprofessionalism, incompetence, and lack of skills from its senior managers.
DSS	My greatest frustration with the UN has been with career mobility for those at the GS level. Having entered with a BA at the G3 level, I have worked here 15 years to reach the G6 level. Along the way, I have earned my Master's degree from a distinguished university here in the US, two project management certifications, and passed numerous UN language courses. However, I am still working at the same level as some who don't even have an undergraduate degree and with little experience within the UN. Through the years, I have even trained some Professionals in their jobs, and some of those never had a graduate degree and most were external candidates. In addition, I have taken the G to P (YPP) test 3 times now, and each time I have felt my writing to be at its peak, but then I receive no feedback as I am told of my failing grade. While others who I have spoken to, who have studied for a couple of hours for the exam, are invited to the oral examination. But, it is not the academic background of the candidates or the multitudes of tests that is my primary complaint. It is that this institution does not recognize talent, nor does it do anything to reward the good, skillful, and ethical employees. I understand the need to balance geographical and gender considerations, however, in my experience, that seems to be the only consideration, and they end up recruiting unskilled, inexperienced, and in a few cases, unethical people. I came to the UN drawn to it because of it's ability to do exceptional work that no other organization was capable of. I was fascinated by the diversity, both cognitive and cultural, of its staff--a diversity that I hadn't encountered nor will encounter again in my life. But, now after 15 years, I am just weary and exhausted and have been looking for opportunities elsewhere. I do hope that attention can be given to this. Thank you for reading about my concerns.
DSS	I note that you did not make an reference to confidentiality in the survey or your email. It is extremely important that individual responses be kept confidential.
DSS	The Staff Union needs to be broken in two. One for the "P's" and above and one for the "G's" and related, the movement has already begun. The current Union is set up to feed the "P's" with the scraps left over to the "G's". -5.8 was a slap in the face, thanks for the stickers though!!
DSS	NIL
DSS	Work life balance would work better if it were part of the USG's compact with the SG. That way, he would ensure that all his Directors follow through on this area.
DSS	No comments
ECA	N/A

ECA	No other comments
ECA	"Be a global citizen. Act with passion and compassion. Help us make this world safer and more sustainable today and for the generations that will follow us. That is our moral responsibility." Thank you for giving this opportunity.
ECA	Every time when the management changes, there are a lot of reforms and restructuring which makes staff less motivated or discouraged because the previous effort doesn't count.
ECA	a
ECA	UN should work hard on accountability and merit base recruitment system.
ECA	I believe the UN remains relevant but a lot has to be done for Syria, Congo, Sudan, Palestine, Libya and so on. The UN has to do more to save the lives of many refugees particularly children and women.
ECA	No Accountability in my area of work
ECA	Staff Mobility and Career development should be high profile for staff acknowledgment
ECA	I am happy and excited to work in my department.
ECA	What will be the outcome of this exercise as we have done many and no result is visible in terms of change
ECA	It's my opinion that the UN is increasingly spreading thin, i.e. increasing work load without corresponding increases in resources. Greater focus on minimum strategic initiatives, programmes and outputs over reasonable timeframes, would ensure and enhance efficiency, effectiveness, success and impact.
ECA	Notre bureau est toujours en attente d'un nouveau management depuis plus d'une année et plusieurs postes restent vacants
ECA	I still believe the UN has great potential to do important and necessary work, but it needs to be reformed to make itself prepared to handle the challenges of the 21st century. Otherwise it will continue to become more and more irrelevant.
ECA	Je pense qu'il y a beaucoup d'employés qui n'ont pas du tout le niveau pour le poste qu'ils occupent, ce qui pose un sérieux problème de crédibilité pour mon institution et pour les Nations Unies en général. Il est urgent de changer les procédures de recrutement.
ECA	More effort should be made to oversee the work and role of directors, supervisors and senior professional staff, as well as their contribution to work environment and fair treatment of all the staff. This monitoring should apply equally to all the departments, be it within the HQ or smaller offices outside.
ECA	ECA is a well-intentioned organisation which would be more relevant to Africa if it does fewer things better and render its flagship publications short and to the point for policy uptake. It cannot be so passe-partout, overlapping its products with other UN programmes. Results would be limited. I think the last Executive Secretary at ECA was quick-witted but he used his wit negatively and demotivated the great staff he found on board. His goal for more female representation was laudable but he only used this as a ruse to recruit his inefficient and counterproductive cronies while stifling work in several departments and sub-regional offices by his continuous cancellation of recruitment panel results especially when staff within the house

	performed best in those tests. This has resulted in many very skilled staff leaving the organisation out of frustration. The SG should therefore use competence and proven leadership in Africa as main criteria of selecting a new Executive Secretary. Veteran staff in the house trust the interim ES for his knowledge and objective leadership.
ECA	Encourage people inside the system to have chance to be equal in term of mobility. Promote all staff the same way without impose some conditions
ECA	Traning is mainly selective... You need to have a God father at headquarters for one to sent for traing...
ECA	We do have a problem at the level of senior management. Often, it seems that they are more interested in pursuing their own careers than improving the work of the organisation. They also often have a very vague technical grasp on the issues, and hence ask staff to dedicate time and outputs without understanding properly the impediments and/or usefulness of the work. We should listen more carefully to what our member states want from us, rather than pursuing our own agendas. This is a particular risk with the SDGs - we are in danger of becoming mono-thematic on this particular issue, with endless discussions on plans and targets, and not enough proper contributions to implementation.
ECA	The career options for Gernerall service Staff is so limited and the whole process to pass from General service to professional staff is so bureaucratic and discouraging
ECA	<p>United Nations for all Social groups without any form of discrimination: As is true for those without disabilities, people with disabilities have a right to fair and equal wages, working hours and opportunities, and the cultural benefits of being employed in the community. To achieve this goal, individuals with disabilities need to be in customized or supported employment, rather than in sheltered and segregated settings. Since employing people with disabilities has a positive impact on employers, increases in customized and supported employment will not only help individuals with disabilities, but also benefit the workforce and society as a whole. Unfortunately, throughout the world, individuals with disabilities remain employed at lower rates than people without disabilities, and when employed, often are in sheltered settings. For employment outcomes to improve for people with disabilities, policy makers must continue to move from the medical model of disability to more comprehensive models such as the social and biopsychosocial models of disability, and address supply and demand challenges. One primary objective of the 2006 UN Convention of the Rights of Persons with Disabilities is to help to achieve this important goal. However, staff with disabilities have been treated in different ways at UNECA so far in recruitment, promotion, physical access of environment, carrier development, access of technology and electronic devices and.....etc. Every UN staff at the UN must be treated equally as clearly stated on the UN charter however, staff with disabilities face different type of discrimination, harassment and abuse by authorities directly and or indirectly such as:</p> <ol style="list-style-type: none"> 1. I was insulted "Your brain is as disabled as your leg" 2. "No room for disabled staff at the unit" 3. To sit ideal with out assignment 4. Illegally circulated the medical records of staff with disability 5. The work plan of mine started with " since our staff is handicapped no need of assigning him a team leader function" etc are some of the discrminatory exercise at UNECA. In organize manner. Although those discrminatory practice have been handled by the ombudsmen, the ES and the formal legal process no sing of remedial action so far. Some times I was assigned deliberately at the basement which is not accessible even for able bodied staff. Despite the bad practice above we, staff with disabilities greatly affected psychologically and morally this can be led us in the worth condition.

ECA	One of the issue is what Peter F. Drucker said : So much of what we call management consists of making it difficult for people to work...
ECA	ECA needs quick and effective medication to stop his descent into Hell. It is the house of favouritism, harassment and abuse of staff irrespective of the UN rules and regulations.
ECA	The UN Rules and Regulations are being completely violated by Department heads and their followers. There is no mechanizm to control them. The ECA Staff memebbers have no Staff Union Representatives. The Office violently has been held and looted by a group of individuals for past six years. The Staff members are not allowed to elect and be elected their representatives. Please hear our cry for justice for the sack of the organization.
ECA	Please the auditors audit staff file
ECA	We should rethink UN
ECA	La promotion interne n'existe pas et est difficile quand on a pas de "piston". Les directeurs privilégient leurs amis dans la promotion
ECA	Training in Leadership and management for managers is needed. Practicing business and professional approaches is very important
ECA	I wish we could have more role models at ECA; high-level officials who lead by example and leaders with strong emotional intelligence in addition to strategic vision.
ECA	Directors and supervisors are close country men and no room for staff to discuss management issues and dissatisfactions. No anonymous way of reporting incidents and staff problems to the SG. ECA management need urgent reshuffling and change in leadership.
ECA	You must move P staff out of here that have been here for 5, 10, 20 and some 30 years! You need new ideas
ECA	In my view, ECA and the United Nations system is now quite emptied in its real substance and positive role for the humankind. This is due to several important reasons, out of which perhaps the most important one is that the Organization has been appropriated by powerful nations in particular, and member States in general, all of which are in turn appropriated by elite corporate interests. The Organization has also become as any other power system, where staff members and other associated staff (consultants, etc) are, often in subtle and implicit manner, forced to submit to such interests. This submission involves a status quo bias, which is a process to more or less replicate similar drafts and outputs as before, without critical and emancipatory solutions. To solve this destructive path, I suggest that the Organization slowly but surely opens up for bolder perspectives, research material and policy orientation in which States and corporations are directed to operate in the interest of the people and the earth environment. This is not an easy task, but if any organizational system is able to set the scene and show the way, it should be the United Nations.
ECA	UN needs to address efficiency currently too low
ECA	A culture of accountability , as opposed to favoritism, needs to be built up.
ECA	Il y a des gens qui abusent de l'ONU car ils occupent des postes dont ils n'ont pas les competences, et empechent les competents a faire leur travail selon les normes. C'est frustant et decourageant.

ECA	The UN secretariat suffers from the fact that OHRM acts as a "bureau of personnel" instead of a real HR Management. Recruitment processes in the secretariat are a joke compared to UN agencies, or other international agencies (45mn phone call with candidates that in some cases are not the real candidates!). e-pas are not used at all in the career development.
ECCC/UNAKRT, Cambodia	This is my first UN job and it is an extremely positive experience. I feel respected and am surrounded by the best and the brightest. I feel challenged everyday, and this is the first job where I have felt completely invested (intellectually) in my work. I feel passionate about what I do and the people around me are inspiring. It's a truly positive experience!
ECCC/UNAKRT, Cambodia	I have been assigned as intermediate approving officer after my expat colleague resigned from the organization and his post have been reserve and never been replaced. I am taking his responsibility with a promise the create a GS6 post to adopt with my role and responsibility but it is not. I still remain as GS5 and my manager gives the reason that it is because of budget constrain. I am not happy with that, I should go back to my previous responsibility as Account Assistant. This is how I express my disappointed feeling.
ECE	Umoja, SHP and obligatory mobility could lead to loss of efficiency, expertise, timeliness and quality of outputs that would overpass the claimed benefits and compromise the performance of UN entiries.
ECE	Showed favoritism consistently towards who panders to every supervisor's whim. Organizational goals are irrelevant, but hierarchy bonus. Credit are stolen: work author's name removed and replaced by others prominently at the top. Information is withheld. Fostered climate of threats and intimidation. Recruitments are manipulated and performed unfairly.
ECE	I have seen the amount of time spent on bureaucratic procedures or internally generated work increase year after year. I wonder if at the end of my career I would be spending 90% of my time on bureaucracy. This is quite frustrating for someone who joined the UN to make a difference in the world. The quality of leadership and supervision is far from acceptable. I feel that my supervisors are there to prevent me from doing my job. It seems that their focus is not on running the organization to implement in the best possible way mandates from members states and in the interests of the organization but in scoring points for personal advancement and promotion. I am utterly disappointed. Workload has increased beyond sustainable levels for the middle categories and this continues to the detriment of staff health and well-being. Work-life balance and gender equality are only addressed on paper for the sake of reporting. When it comes to real flexibility in the organization of day-to-day work no one cares. I do not even want to start on the issue of protecting staff when implementing the budget cuts. I have very little confidence in management on this issue.
ECE	I think communication and cooperation within the UN is insufficient, between departments and agencies, as well as knowledge what's happening elsewhere. In addition, work has become so bureaucratic that little time is left for substance. The opinion of staff should be more taken into account, for example in the strategic heritage plan. Real efficiency and real costs should be assessed, e.g. of UMOJA or the SHP which are much higher than expected in my view (including loss of efficiency of staff).
ECE	I strongly believe in UN and am proud to work here. My concern is with recognising and rewarding the talent in the organisation. Two main issues: the current fixed system of posts GS1 - GS7 and P2-P5 does not allow to recognise and reward people who are performing excellently and above all expectations in their post. There are people whose performance is equal to 1-2 levels higher than their post, this can go on for years and years but there is no possibility to promote (or in any other way to reward) them when there is no vacant post with a fitting job description at the required level. The other concern is with different recruitment standards at the

	<p>'regular' levels and the top level 'political' appointments. I have been on many interview panels for recruitment from P3 to P5 and have always seen a very fair and strict process to find the best person for the post. And then we see that at the very high levels people are appointed who are clearly incapable of doing the job (a shining example of this is the previous Executive Secretary of UNECE – Mr. Alkalaj).</p>
ECE	<p>Wrong persons at management level (missing both substantive as well as management experience). I have not encountered a manager with integrity.</p>
ECE	<p>It was difficult to answer many questions as, for example, some communicate respectfully in the ECE, but some - not. With some you can speak openly, but with some - not. One of the major problems in ECE, which hampers the work delivery, is unreasonable bureaucracy, in particular: (a) "local" unhelpful interpretation of UN administrative procedures by ECE admin. officers and (b) double work executed by ECE and UNOG on human resources, travel arrangements and financial administration. ECE administrative office can be reduced and the above tasks can be easily streamlined, as they are done by UNOG anyway.</p>
ECE	<p>Higher hierarchy staff members shall also respect UN goals and fulfill the UN core values and competencies.</p>
ECE	<p>I am not sure the questions nail down the real problems we face every day. My organization cannot hire or fire people freely. The job situation: needs versus who is on board, their contribution and how good they are at delivering is in total disaccord with what we are asked to deliver. We have no travel budget, in meetings I pay coffee and water out of my own pocket for my speakers, dinners out of my own pocket, recently I had to apply for having a phone (I am a P5) and we no longer get paper and pens because we have no money. We received XB funding from the Russian Federation for a well defined and accepted projects three years (!!!) ago and we are still going through internal administrative hurdles to begin the project despite us doing everything immediately. We have to work long hours to complete our work because we spend living hours with administration (unnecessary, duplicative administration). There is a total disconnect between NY and what we do and need. I have seen good people leave because a contract could not be extended and useless people stay. In a small division with huge work programmes every person counts, and when nothing can be done to free up a position then we might as well close the project. It is a disaster. I am no longer able to pretend that the UN can work in a professional way with outside people. It is only administration and process.</p>
ECE	<p>Along the years, I feel that career at the UN is continuously degraded</p>
ECE	<p>I was very disappointed by the decision taken by our department's management to move to the future new building (with an open space work environment) without consulting with the staff and taking into account its views.</p>
ECE	<p>If one wants to keep his/her job, the person should keep the mouth shut.</p>

ECE	<p>I would like to express my concern related to the discussion around “smart working” that happens not only in Geneva, but also in different duty stations. In my view, this discussion has been conducted in a wrong way. It seems that the approach is to change the work environment/offices, and then having staff working “smarter”, while, in my view, the approach should be to have the staff working smarter, and then having any eventually different working arrangement as a consequence. I particularly dislike open office/hot desking, etc, but this should not be the main focus of the discussion. How can staff be supposed to be working in a “smarter” way if they do not know how to do it? For example, any of these concepts of hot desking would require staff to have a laptop, while at UNOG most staff still use a desktop. Many staff who have been doing similar tasks for many years do not even see some advantages having a laptop can bring, like “mobility” to work from home, to work while having a coffee, among others. “Smarter” should also mean removing all possible administrative constraints that deviate staff attention during the day. Some process at UNOG level (and UN in general) should be digitalised and work with electronic approvals. Then, eventually, we could see any benefit from the transition to UMOJA. UNOG could work on some practices from the private sector and/or other international organisations. It is extremely frustrating to have to deal with some UN bureaucracy, and it diminishes greatly many employees’ job satisfaction. Some examples of tasks that are inexplicably timely and/or inefficient are: - Booking a room - Booking an audio-conference, where there is no visible link at the very difficult to navigate intranet - No clear links on the Intranet to smart working tools (i.e. how to install your e-mail on your phone, VPN, etc). These things always require calling someone of filling out a form - All tasks that require an additional phone call to “get it done” while they should be totally harmonised digitally/online (i.e. installing a teleconference for a meeting) – please note that the phone calls issue is one of main criticisms of smart working - UMOJA is insanely slow and difficult to use - Why there is no single system to send a message to UNOG Security when we have a visitor? Why do still work on sending e-mails? Is there a way to have some sort of online form for that? - UMOJA could facilitate “networking” of professionals, by making it easier to find someone on the intranet and adding at least some information like job titles and photos - Many of the required authorisations (being it HR or internal UNOG bureaucracy like getting a badge or a phone line). Why do we still have to submit it by paper, with multiple signatures? Why don’t we replace on “ink on paper” signatures with electronic ones? With respect to authorisations, my impression is that there is always a sense of mistrust between the management and staff. If we had a proper system in which authorisations to get approvals, take a language course, to ask for FWA, would be completely electronic, this would (i) require less paper; (ii) require less time; and (iii) generate less complaints. Of course this would require some IT investments to make it possible; however, by setting up such type of platform, things could go smoother. My impression is that the current status of affairs persists because “that is how things work”, therefore I would argue again that a change in work habits vastly precedes a change in offices themselves. I am sure different staff have their own stories on getting frustrated by the bureaucratic procedures. Lastly, the issue of Flexible Work Arrangements. I understand that many tasks are UN require in-office presence and that “full flexibility” might not sound appealing to Member States. However, this is the trend, and newer generations increasingly see that (FWA) as a good way to work, value that in a job, and see FWA as a way to have their productivity boosted. So, FWA might attract talent to the organisation as a whole. In addition, FWA gives staff some flexibility related to invest in their own skills and human capital, which in turn is something good for the Organisation as well. I would like to express two concerns regarding that: (i) managers in general at UNOG seem to be flexibility-averse, probably also due to lack of proper knowledge of its benefits; (ii) a more widespread culture of FWA could make the transition to “smarter” workplaces easier. UNOG seems stuck in the last century with respect to FWA, there is a culture of “having staff reporting to duty at a given time and leaving at a given time” instead of a productivity-increasing culture of “having deliverables”, “be available”, and even to eventually be sick but able to join a call from home. Note that a large part of this rejection might be due to our delay to catch up with</p>
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	<p>innovative working skills, lack of laptop, or lack of adaptation to new ways of communication (Webex, VOIP conferences, etc).</p>
ECE	<p>1. Suffering from unnecessary bureaucratic issues (general UN rules), there is no way to communicate suggestions for improvement 2. Strategic Heritage Plan: our ECE top managers decided that staff has to move in an open office environment. This is jeopardizing our work in terms of efficiency and quality of outcomes. The decision was taken without any staff consultation. This is very frustrating and it is difficult to trust top management and transparent UN decision making!</p>
ECE	<p>I think the current budgetary cuts are affecting negatively to the staff within the organization. I have never felt more inestable in any job I have had in my career (including private sector). It is difficult to work as if this does not affect you, thinking that in the next month your job will be abolished. The high salaries, specially for international recruitment, should be a source of additional cuts. It does not make any sense in these days to have such an amount of benefits for international recruitment. The opportunities for promotion of G staff are really limited. Not even allowing G5 and below to be temporary assigned to P positions. The G to P exam is a good way for promotion, however, with the current inestability (most staff members temporarily recruited) it is a long and uncertain path to be 5 years fixed-term staff to sit for the G to P exam. In my opinion, nowadays, the main reason to work for United Nations is money, and the leadership team should change this, by improving the development plan for the staff members and change the motivation of staff members. Hopefully, one day the best talent worldwide will work for the United Nations for reasons different that money. Retention of staff is not only about salary, is making it a better place to work (career opportunities, mobility, indirect remuneration,...). The way the performance evaluation is working should also be changed. I completely agree that there should be ratio for under-performance staff members that should be fired every year. This may solve the budgetary cuts. Managers cannot be afraid of pointing the under-performance staff</p>

	members, because they will never be able to move them out from their teams.
ECE	My only constraint in the organisation is the career growth. I work at the G 6 level (statistics), and not in administrative job, so it limits seriously my possibility of promotion or career growth. There is no possibility to apply for a permanent P post (only temporary assignments) and there is no availability of G 7 posts in this subject area. In the other agencies (for exp. ILO), posts with the similar functions are classified at P 2 level.
ECE	Regardless of strategic tasks and large responsibilities given and accepted by staff members, there is no career development. Higher level P-posts are filled with outside candidates as a rule. Gradually the motivation of internal staff is ruined. Performance and commitment has no link with career development. Even equal internal candidates are not selected. The roster is not used in recruitment even though it is a pool of competent internal and external candidates. Using the roster would be an effective means of internal mobility. Directors do not respect the common decisions at the organizational level. They talk badly about higher management to their Divisions. This is a very harmful practice. Directors' posts should be for a fixed-term, with a possibility of one renewal, and with an option to choose senior expert work instead of leadership position if the motivation to lead people is not there. UN has a very skilled and highly competent staff that should be respected and recognized. Change is needed in the D levels, and often P5 levels. The selection to supervisory jobs should consider management experience and include a psychological suitability test. A full renewal of management policy and practices in the UN is a must for effective work. Supervisors should not be mainly leading experts, but most of all focused on leadership. The current leadership practices are still based on control and monitoring, therefore it is difficult for managers to accept flexible working arrangements. As long as staff members are in their rooms, nobody cares whether they work or not. We should focus on results and active management of work. There is still optimism that UN as a working place could become better.
ECE	I believe ECE has seen two consecutive poor leadership skills in the Executive Secretary appointed. I humbly request the Secretary-General to kindly stop any process of recruitment and engaging with Member States until the new Executive Secretary is appointed. The present Executive Secretary is only damaging the reputation of the organization and the UN as a whole by manipulation, intimidation, and his aggressive before to all Directors and certain staff. We beg the Secretary-General to ensure that the next Executive Secretary will be a good manager and a Leader.
ECE	This survey does not make sufficient distinction between the ES and the senior management team. The conclusions will apparently lump them together, when they should not be. It is extremely important that the UN appoint strong, visionary senior leadership, and that #s 1 and 2 in the organisation collaborate effectively. If that were the case then most of the negative ratings given in this survey would turn positive.
ECE	I am mostly proud to work for the UN, except when I have to deal with the victims of our excessive bureaucracy, such as consultants whose payments are months overdue, and short-term staff whose contracts are not ready for them to sign until they have already been working for over

	a month. If we could just streamline the bureaucracy and reporting processes, the UN would be a really great place to work.
ECE	I'm fine with my supervisor and my director. But with appointment of Christian Bach all went rotten. An amazing liar and crook. Only cares of himself. The worst type of dirty corrupt politician I ever met. This view is shared by most, but we are afraid as all who stood up were threatened and retaliated. I am also concerned with selection of people. All selected by Christian Bach are not competent brown noses.
ECE	It will take time for UN to recover from the damage done by Mr. Ban Ki Moon. This especially concerns projects like UMOJA but more importantly his senior appointments. My organizations suffered from the former Executive-Secretary Sven Alkalaj, but even more so by current ES who is an incompetent, dishonest and abusive person covering under preaches of good principles which he never follows. A real shame to the United Nations. We all count days when he will be kicked out
ECE	I strongly believe in the principals and values of the UN. I believe hiring competent and qualified Senior Managers at the UN is key to its success. Accountability and integrity are very important elements to a well functioning and respectful environment. All staff, including senior managers have to be accountable for their actions. This is however, not evident with some senior managers at the UN. ECE is a case in point.
ECE	Leadership in my department has clearly shown not to be up to the task. Harassment, threats and retaliation have become a normal way of treating and managing people. Leadership is not accountable but on the contrary blaming staff constantly and irrationally. Budget cuts were undertaken without taking into account staff opinion and directors' experience and requests. Member states are constantly deceived by the leadership, who has also not displayed diplomatic skills and has often blamed and/or threatened countries for decisions which were not in line with his desires. The working atmosphere at ECE has severely deteriorated under this leadership, which lacks transparency and uses managing methods not adequate for the UN. This leadership does not represent and defend the UN values.
ECE	The outside world values the United Nations for delivering concrete and practical results. Internally, the Organization's procedures are becoming more and more clumsy, which leads to decreasing efficiency. Rules, checks and balances are needed, but with procedures that still allow efficient programme implementation. Top management's praise of Umoja and no apparent accountability for this expensive failure undermine staff's trust towards management.
ECE	I would not recommend UN to a friend (even though I am proud to work for the organization) because of the nature of contracts - temporary appointments and contract breaks provide no stability, allow for no planning and jeopardize the good work-life balance as the employee on a temporary assignment is in a constant search of a more stable employment.

ECE	<p>The many policies and pronouncements on gender equality and work-life balance, from SG level to department level, are more show than reality. Those who actually attempt to avail themselves of extended special leave without pay, time off for breastfeeding or expressing, part-time work and flexible working arrangements are, if not openly discriminated, at least unwittingly viewed as and treated as if they are trying to get something for nothing and playing the system (have any of those writing the rules ever actually attempted to pump milk in a shared office before? Or seen the rooms and fridges supposedly provided for doing so?). Women who have babies are expected to return to work and operate at full steam ahead within 12 weeks of having a baby (16-week maternity leave, by default, starts 4 weeks before due date), and then are, consciously or not, frowned upon for requesting flexibility in order to balance their duties as both staff members and parents. All the various statements about getting more women into senior management positions in the UN are hollow if the very real difficulties faced by women (and men, yes, but the truth is that more women than men face such challenges) in balancing home and work duties are not more meaningfully accommodated. In general, my answers to the questions in this survey depend enormously on who is the head of department. Had I answered the same survey a few years ago under a different head of department, I would have given a very, very different set of answers, since the head of department sets the tone for all the interactions, communications, sense of motivation and transparency in our organisation. It is really important therefore that heads of department are selected for their managerial and leadership skills, not just to fulfil the needs of a rota of member state or regional representation.</p>
ECE	<p>I feel that the UN still has a very good reputation in the outside world and therefore I'm proud to say I work for the organization. I also believe that the work of the UN is relevant. But what goes on behind the scenes is often unbelievable. My department is a text book case of how to manage poorly. There is a total lack of leadership. As a relatively young staff member I would like to work in an open, transparent and supportive working environment, where there is no lying, no belittling, no sexism, and where people have integrity and are accountable for their actions. I would like new ideas to be embraced instead of those who suggested something new labelled as naive idiots. I would like my coworkers to be inspired by the mission of the UN instead of money. I would like change to be embraced instead of fought tooth and nail. I would like to not feel sick at the thought of having to go to work on Monday. I am putting my trust in the Secretary General to change the working culture of the UN to reflect it's values and I wish him the best of luck.</p>
ECE	<p>The UN has changed (I started in 1984) a lot.... unfortunately, the bureaucracy has taken more more space in our daily life. Not even mentioning UMOJA which is really so unfriendly whenever it works.... It is not any longer the UN I knew when I first joined, I was really so so proud of working for the UN. Hopefully with our new SG, which I admire a lot, the UN can boost its image.</p>
ECE	<p>There is a real disconnect between the low-level managers (P5/D1) who tend to understand staff needs and the higher level (SG/USG/ASG) who seem to have little clue of how we work and what we need.</p>
ECE	<p>Staff is working under increasing stress due to budget cuts, constantly increasing workload with less resources and more bureaucratic procedures. Added to this is the additional burden of the ineffectiveness and complications brought by UMOJA and the insecurity of losing jobs due to budget cuts and mobility.</p>
ECE	<p>In general, managers are poor at their job. Especially they show poor integrity. There is favoritism and management tries to keep staff dependent on them. There have been many false mobility moves and since most want to stay in Geneva, they happily accept. This leads to non-critical staff. Promotion is hardly ever based on merit but more on loyalty or used to block certain</p>

	staff members. Managers brag about presents they got from governments and never declare them. Communication and management skills are in general poor (yet they have to judge these qualities from the staff they manage...).
ECE	I do feel "bien encadré" by my direct management in my division, but I feel increasingly disillusioned about the direction of the UN in general and the decisions taken by senior leaders (UMOJA, etc.). A bright spot is (I hope!!) our new Secretary-General, who has started off well. If he continues as well, he may fix some of the issues I see at present.
ECLAC	I believe in UN, I am very happy to work here at ECLAC/Mexico.
ECLAC	Un is not a career option for national officers, there are discriminatory actions against national officers
ECLAC	La supervision est très contrôlant
ECLAC	I believe UN could do better efforts in order to reduce bureaucratization and also to recognize labor rights taking into account national circumstances, i.e. some countries with high inflation have same treatment in wage increases for national workers as other countries with less inflation or recognize allowances to parents when they are not married.
ECLAC	Unfortunately, I have seen many cases of abuse of authority from supervisors and chief of division.
ECLAC	I believe U.N department leaders and supervisors managing staff should lead by example, showing strong commitment to U.N goals and department mandates, strong professional vocation to excellence in their respective fields, and strong vocation to managing people and nurturing their growth into teams able to produce results of excellence that make a difference in the world and in our communities. Unfortunately, too often in the U.N system department leaders and supervisors lack this sort of vocation and personal commitment to professional and managerial responsibility. Instead viewing their posts as positions of privilege, with little or no accountability that enables them to use the U.N system for their personal benefit; while avoiding their substantive and managerial responsibilities to lead by excellence. Too often the combination of unilateral authority over subordinate staff, with little or no accountability for their own leadership performance, produces a disconnect that translates into: poor results, poor job satisfaction, poor communication and hence failure to build effective teams, wasteful power games such as budget and signature vetoes, among other managerial failures that substantially decrease the overall effectiveness of the organization to accomplish its mandates. Perhaps strengthening the accountability mechanisms of U.N department heads and supervisors through more frequent evaluation of their managerial performance, including peer-to-peer and 360 evaluations, staff satisfaction surveys, and other assessment instruments that are able to detect and address managerial and leadership failure, might help the organization to put in place the correct incentives to address and reduce this problem in the years ahead. Ensuring managerial and leadership excellence is critical to the future effectiveness and credibility of the U.N system. We all wish much success to SG Antonio Guterres.
ECLAC	Flexi-time would be of great help for work-life balance, both for entry hours and lunch. Today we have great communications tools that would allow this in our department.
ECLAC	Abuse of authority, racism, xenophobia, misogyny, bullying, etcI have seen it all in my department, it's a pity...
ECLAC	N/A

ECLAC	Rules for recruitment are highly constraining. We have empty posts we cannot fill, not because there are no people out there with the skills we need, but because of unnecessarily and counterproductive rules.
ECLAC	I only started working at the UN in January 2017. Therefore, I do not have enough experience here to answer these questions as informatively as I would like.
ECLAC	Note: I am interpreting department to mean my division and/or ECLAC as a whole. If they questions were referring to my unit, my core team, I would have answered very differently. I believe there is rampant and systemic corruption in my division and within ECLAC which is actively hindering the career development of some UN staff members while others are promoted without having the necessary qualifications.
ECLAC	Please hire competent managers with some integrity and respect for use of the organization's resources.
ECLAC	No comment
ECLAC	...
ECLAC	I am proud to work at the United Nations. I feel honored to have the opportunity to be part of this Organization.
ECLAC	Last time general situation are worst political influences, unfair treatment, lost of working sense are every day constants
ECLAC	No comments
ECLAC	While my experience within the Department I work in has on the whole been positive, at the level of the Office I would say that the structure is overly hierarchical, top-down and bureaucratic in terms of the management style. A clear example of this is the manner in which UMOJA has been implemented in the office. Although one of the principal objectives of UMOJA is to streamline processes and to give greater autonomy (as well as responsibility) to employees, the manner in which it has been implemented in my office contradicts this objective. The change in terms of processes has not been accompanied by a change in the mentality and approach of managers. This disconnect is reflected in the procedures that have been put into place in my office for approving work travel. Although UMOJA provides the capability to organize travel in a streamlined manner, the requirements in my office oblige all staff to first print out a form with the pertinent information regarding the trip, which then requires the signature of the immediate supervisor, the office Director, and two managers from the Admin and the Finance departments before the travel can be entered in UMOJA. This greatly slows and complicates the process of organizing work travel and contradicts the fundamental aims behind the implementation of UMOJA. I understand that the UN wishes to modernize the processes by which the organization operates. However, without a concerted effort to modernize and change the mindset of managers and senior personnel in the organization, the goals set out by the organization in terms of internal processes and operations will remain elusive. In terms of the organization as a whole and the career prospects of international staff, I would say that the possibilities in terms of mobility and career advancement within the UN leave a great deal to be desired. There is no real mechanism or coordinated support on behalf of the organization to develop and advance a staff member's career.
ECLAC	The UN has a difficult talent recruitment and retention issue. I took a 50% reduction in pay to come here and will not likely recover that salary for many years, if ever. My career path is very uncertain: I know that I will have a job, but I am skeptical whether I will ever be able to contribute to the full extent of my capabilities. The culture of the UN is not progressive, it does

	not value innovation, and new ideas are rarely met with enthusiasm. Many "young" UN staff share this frustration: we believe deeply in the shared ideals of the organization but feel trapped by the politics of the system that purports to serve them.
ECLAC	The work at the UN influences positively in the world
ECLAC	It is important to support the professional growth of local staff (G) to become P
ECLAC	There is an urgent need to create new policies to protect old staff career development, new staff has easy access to high categories, not taking into consideration seniority.
ECLAC	As a professional staff, at times it becomes very discouraging to work and provide good results to support your boss and help him boost his career but not being recognized with a promotion. In cases like this verbal recognition is not an issue, a real recognition would be to be promoted. I have been for almost 28 years at the same level in many lateral moves and duty stations, learning different jobs and getting nothing out of it, besides experience and knowledge. The system forgets some loyal people and leave them behind unless this people is part of a network group that is willing to support a career. Pretty sad. Thanks.
ECLAC	We desperately need to establish merits-based promotions and advancement to reward high performers and encourage all staff to keep learning, growing and challenging the status quo.
ECLAC	I am very happy to be part of the public information department
ECLAC	Wherever I have marked "neither agree nor disagree" regarding people communicating respectfully, harassment, etc., it is just because of one single person in my department who has a disrespectful attitude towards others.
ECLAC	The most important value of the organization is its staff. While ensuring effectiveness, the organization should not disregard the interests of staff. The organization should offer/maintain conditions that attract/retain talent, based on the responsibilities and functions assumed by each person. The current trend of deterioration of working benefits and conditions will impact negatively on staff performance and, overall, on how the organization is able to deliver its mandate effectively.
ECLAC	Recruitment in the UN is unfair and corrupt. Most positions are given to friends. There is not transparency or merit-based career advancement in the UN whatsoever.
ECLAC	I think that the UMOJA implementation was TERRIBLE
ECLAC	I am disillusioned about the organization and its leaders, I believe that the essence of what should be UN disappears in practice, mismanagement of human resources and monetary resources, embarrassment in some opportunities.
ECLAC	I feel happy and proud to work in the UN
ECLAC	no
ECLAC	Managers are not held accountable and there are no sanctions in place for poor performance of managers. 360 assessments should be implemented so that supervisees may also rate managers. The most suitable persons are not recruited for posts. Mobility is not respected, i.e., internal candidates are not given the priority consideration demanded.
ECLAC	I would like to mention that unfortunately there are some employees that do not work very much, when the work they have a very bad performance, and even though this situation is acknowledged

	by the director of the Division, he does not do anything. This is really frustrating for me and the rest of the colleagues who try to do a very good job everyday.
ECLAC	In my duty station the positions that are published have names and surname
ECLAC	¿¿¿ Existe la posibilidad de que un puesto en un area con determinada descripción de funciones se equipare en grados por lo menos con otro puesto en otra area que contenga menor descripción de funciones o similar ???
ECLAC	The excellent environment in my job is due to a competent and respectful leader since June 2016.
ECLAC	Estoy orgulloso de trabajar en Naciones Unidas, me dan la oportunidad de crecer tanto en lo personal como profesional.
ECLAC	I think that it is necessary more opportunities to climb the career ladder, especially those available for professional women. I strongly suggest to reconsider options to grow professionally at ECLAC, mainly for talented and professional women.
ECLAC	Umoja has brought a lot of unpredicted challenges and we still have not been able to take more advantage of such an ERP solution.
ECLAC	The UN's principles, strategy and administrative procedures urgently require drastic revision and adjustments, otherwise our organization is on the way to becoming a white elephant, with little effectiveness.
ECLAC	It is very important that all of us at UN do our best to perform with excellence our work and in this way the organization is strengthened giving the best results and thus obtain greater contributions from the member countries, in this way we will fulfill the goals of the organization and our Jobs will be safer
ECLAC	Umoja system is very limited and has considerably complicated many of the daily tasks
ECLAC	Je serais heureux d'avoir l'opportunité de continuer à travailler aux Nations Unies.
ECLAC	I think ECLAC and specifically ECLAC Mexico practices should be reviewed as it seems that discrimination about nationality is made for promoting people. Also, career growth is blocked for administrative purposes (i.e. people are prevented to accept TJO because Direction is afraid of losing positions). FWA is not implemented or very few because "this is the way of ECLAC and people are allowed to work from home only if physically incapacitated"... I think that they are way to much people for such a small office. My position as ICT Unit chief is not relevant for example and should be consolidated. Anyway, the ICT work is done by ECLAC Santiago and will soon be moved to HQ, no need for a P position here. ECLAC tends to consider their own and only needs instead of considering being part of the bigger organization, the UN and work for its best.
ECLAC	Je veux avec respect vous recommander de donner plus opportunités et d'avoir les chances pour le développement du carrière pour les fonctionnaires qui sont du niveau G, ce sont très difficile de avoir un développement au niveau, merci.
ECLAC	I would like to make my job regarding mining industry (I'm mining engineer and also MBA), but that work is commissioned to an economist with fifteen years of experience in central bank. I'm consultant in DRNI ECLAC.
ECLAC	There is tremendous abuse of power and authority inside ECLAC. No ethic work, lack of

	leadership, lack of trust and therefore no communication. Wouldn't recommend it at all!
ECLAC	Job families are organized in old fashioned/rigid silos, and this is reflected in the vacancies where often there's no space for attracting people with transversal/multidisciplinary and non-traditional/innovative profiles. Example: public information, library/information sciences, knowledge management, ICT etc.: these areas are pretty similar nowadays, but it is really hard to make people move between for example a library and an ICT unit. A typical library vacancy will require cataloging skills, which is completely absurd in our times. Also, manager positions in those units will require skills on a technical level, which is absurd because technology changes very quickly, and instead we need people who can manage and motivate their team of specialists. This is the reason why knowledge management (which by definition requires a transversal approach) is so absent in the UN. This lack of transversal/multidisciplinary thinking is very demotivating for staff who are looking for a more dynamic and transversal approach in their career. In theory there's mobility, in practice hiring managers still very much think in silos which is completely old fashioned.
ECLAC	While I am quite happy with my work situation, I know that many staff members are unhappy and frustrated. I feel that talent management will be a key issue for the organization in the coming years as senior personnel retire. Of my colleagues who I could see stepping into these roles because of their ability and drive, a worrying number -- for me -- are reconsidering their place in the UN family and are actively looking at opportunities with other international organizations and in the private sector.
ECLAC	Looking forward to the changes that might improve the UN is functioning. There surely is enough space to renovate and innovate.
ECLAC	Es un orgullo trabajar para las Naciones Unidas. Mi permanente compromiso siempre ha estado orientado al logro de los objetivos de la institución. Aunque respeto y sigo las líneas de mando, lamentablemente cada vez es más común observar que los ejecutivos parecen estar orientados a lograr objetivos personales y ascensos de carreras por sobre el trabajo en equipo y los resultados institucionales. Las posibilidades de desarrollo de carrera cada vez son menos, ya que parece que carecemos de mecanismos transparentes para el reconocimiento de méritos y de logros. Funciona el "amiguismo" por sobre la "meritocracia". La auto-motivación y el compromiso a la institución es lo que ayuda a mantener un buen ritmo de trabajo. Necesitamos buenos directivos, con formación más actualizada en el manejo de personas, alineados con los reales objetivos institucionales, necesitamos admirar a nuestros directivos, que nos motiven y ciertamente sentir que formamos parte de un grupo de trabajo cohesionado, necesitamos sentir que realmente estamos haciendo una contribución al desarrollo de las personas y sus comunidades y no seguir profesionalizando la burocracia. El verdadero activo de las Naciones Unidas son las personas comprometidas con sus valores. Los sistemas tendrían que estar al servicio de las personas y no las personas al servicio de los sistemas como parece verse en el último tiempo. Confío plenamente en que se vienen tiempos mejores para la organización y tengo la mejor disposición para sumarme y contribuir a los cambios de mejora que se propongan tanto para la institución como para al personal en lo particular.
ECLAC	Bienvenido Sr.
ECLAC	.
ECLAC	I am a consultant that work as professional, I really encourage Human Resources Department to improve the career options. Give the opportunity to consultants to develop training programs. I have 2 master degrees with 7 years of work experience and I don't see any option to have the opportunity to be a P, I hardly will obtain a G, wich is not a place for a professional as I am.

ECLAC	Je crois à l'ONU.
ECLAC	It is needed stronger supervision on the work and use of resources (e.g. financial, human) carried out by the supervisors and chiefs
ECLAC	The work atmosphere in ECLAC-POS is terrible, in the past 3 years, 2 P2s have quit due to harassment and lack of support, while mediocrity is applauded. Heads of Units are appointed based on friendship with our managers, regardless of their qualification for the post. No accountability or efforts for transparency. Different rules apply to different staff, being country of origin and ties to our managers two important discrimination criteria. Discrimination from local/Caribbean staff against international staff, especially starting at the Director and Deputy's level. G/local staff are treated as second class staff. Feeling of helplessness as multiple abuses have been reported but nothing is solved, and in exchange staff who complain are relegated to insignificant tasks. This office needs an intervention and an audit urgently.
ECLAC	Administrative processes have become a huge workload and this impact productivity and morale. The reliance on projects funded by donors is an additional burden for the staff and may impact work priorities.
ECLAC	This is a great organization, I strongly believe in its mandate and I am very proud of been part of the UN. Only a few suggestions that I think should be taken into consideration: the questions in this survey are about "my department", which is very different from what I see in the whole organization. My particular area is an exception. In general I think there are many areas that need improvements. First of all the bureaucracy and Umoja are a nightmare. I can see different treatment between the different levels in the organization, for example many times P and above SMs do not respect the lower levels. Many managers don't have people-skills. The type of contracts are unfair Service Contract staff working for many years in the organization without the benefits of the SMs; but with the same or more responsibilities. I consider that the salary should be in USD for all levels, especially in those countries where the local currency is weak. There should be more options for telecommuting. I feel that the very good performance is not well recognized enough, it is reflected in the e-performance, but nothing else happen. It doesn't matter if your performance is regular or extraordinary.
ECLAC	The career development is difficult for local staff. It should have more opportunities to obtain a P position. This situation lowers the moral of the G staff.
ECLAC	I strongly believe there is gender bias against women in my unit since women at higher levels as men are not given any opportunity for advancement, and some duties have been taken away and given to males of a lower rank. Whenever there is opportunity for travel as well, women are not considered, while creative methods are used to justify why the men gets the opportunities -- even though at the duty station the female is the focal point for the role.
ECLAC	La ONU pierde relevancia en todo le mundo, hacemos investigaciones que poco sirven porque estamos llenos de teóricos y gente muy preparada académicamente, pero no logran realizar con sus publicaciones un impacto real en la sociedad, ni en los gobiernos nacionales ni en los locales. Las publicaciones y personajes o equipos de trabajo son realmente muy pocos y no son tomados en cuenta ni reconocidos por la organización. En vez de ascender a jefaturas importantes las personar que tienen mérito, siguen ascendiendo los amigos de los que tienen más poder. Es decir ONU es igual de corrupta que cualquier otro Estado a los que intenta ayudar.
ECLAC	I do not have much time in the department but I consider it an excellent place to work in all aspects.

ECLAC	At Publication and Web Services Division (PWSO) there are two employees, a G4 and a P3 who do not work at all, they don't keep to the schedule, they use the computer for personal issues. Furthermore the P3 only dedicates the little working time to create conflicts among her supervisees and she uses the worst practices of harassment. The Chief of Division is aware of it and allows and supports this situation.
ECLAC	Abuse of power is observed in specific units.
ECLAC	PC culture is very strong, and any dissenting opinions mean the end of your careers aspirations. Same goes with trying to provide alternatives to the way things are done. 10 years ago a colleague told me that to have a career in the UN, one must shut up about his own opinions and say yes enthusiastically to everything. Turns out he was right.
ECLAC	Trump is right; the UN is full of people with a lot of potential that get together to have fun, and in the meantime, take home a lot of money and benefits! (while children around the world still starve and live undeserving lives)... so sad.
ECLAC	Although I have a wonderful working environment, there is no career development as the department's post's are used elsewhere, making it impossible to reach higher grades.
ECLAC	I am very proud to work in the UN, however staff members are not equally treated, during the last 10 years this Organization has changed in a negative way.
ECLAC	I have not ever taken for granted the opportunity I currently have to work with the UN. I have always done my best to present to the public the best face possible for the organisation. I am a general service staff member that consistently meets or exceeds expectations, volunteers to improve processes and procedures, regularly works to improve my skills and knowledge. Unfortunately in 2017, the UN constantly tells me that there are no real (or not enough) opportunities for "upward mobility" for someone like me. Unless I take an exam that according to all reports is "rigged" to only allow a precious few (not the best, just a few) to move up. Or even move laterally, as I have requested. It is a herculean task to institute a new culture of performance management and accountability in such a vast organisation, with so many outposts and potential fiefdoms. I do not see myself as one of the lucky few to continue and complete my career in the UN, feeling fulfilled and accomplished. I know I will therefore have to leave very soon. While I am here however, I will continue to do my best as a professional and there are thousands of staff members like me who will do the same. I wish the new SG all the very best in this endeavour and hope he makes progress, so that future staff members may enjoy the benefits.
ECLAC	Labor uncertainty is a problem that should be solved.
ECLAC	Work in the GS categories by RB professional staff is not sufficiently recognized. A simple example is their workmonths are not reported in IMDIS. Some sort of additional benefit should apply to Professional RB staff members of the GS category
ECLAC	Too much bureaucracy, it's complicated with the director.
ECLAC	The questionnaire is not optimally designed given the evaluation of statements ("not unnecessarily unbureaucratic") that do not account for biases and includes partially generalizing questions about the UN that are difficult to answer due to the fact that the individual work might differ from what one in general would attribute to the organization's work.
ECLAC	For those entering the organization through the Young Professional Programme, I feel that the organization does a poor job of matching skills and background to the position assigned (both for initial assignment and through the P2 Managed Reassignment Programme). This miss match results

	in lack of motivation and effectiveness.
ECLAC	The benefits and career opportunities are not the same for everyone. The privilege for category P is evident.
ECLAC	Discretionality, supervisors without management skills, hours of work extended because lunch time is 90 minutes. As a result traffic jams returning to home. Anyway I believe in United Nations.
ECLAC	I was only two months here, doing my internship. I love this place and if I had the option to be back here then I'd do it.
ECLAC	I strongly agree that a mechanism to provide feedback on manager's responsibilities to staff is needed. Such a mechanism should ensure staff, especially at lower-level positions, that decisions on human resource management are being made fairly and in line with the Organization rules and expectations and not based on personal opinions of those who are at higher positions. I've worked previously in another post at UN and had a much better opinion of my work environment. At my current post I feel trapped in an environment where the management style is very authoritative and not open to the staff opinions or needs. It has been very challenging to work for an organization that promotes respect while feeling that I am not being respected. This is not only my perception but common feeling around the staff; however everyone feels that our Director won't take criticism in a constructive way and fears of retaliation which has created a terrible atmosphere.
ECLAC	I have put in my resignation because of the lack of opportunity to move from P2 to P3 in my field (ICT).
ECLAC	I am disappointed in the UN's bureaucracy. I am true to its ideals and principles but I am definitely not happy in serving poor managers and leaders. The problem stems from poor recruitment at all levels. Instead of bringing in the most competent people often UN posts are used for political and private favors. It pains me to say this but it's true. Also I have not met one director that was a good manager and leader. They simply lack the competencies but somehow get the posts.
EOSG	Heads of independent offices at the D-1 or D-2 levels, who report directly to the SG, should also have performance evaluations. Currently, no such evaluation is conducted.
EOSG	n/a
ESCAP	I believe working conditions in the UN depend strongly on your immediate supervisor. If they are a competent person and allowed to do their job, a staff member's working environment can be good. However, there are many incompetent managers and many bureaucratic things outside of the staff member's and supervisor's control, and these are what affect staff morale and belief in the organization. I also see "ethics" being applied to staff members lower down on the hierarchy but those higher on the staffing scale seem to operate with impunity.
ESCAP	My department is short of staff, we work overload than our job descriptions.
ESCAP	1) Geographical mobility is not adequately supported within the secretariat, particularly regional commissions. 2) compressed working week / working from home is not encouraged

ESCAP	<p>The UN secretariat has many talented and committed staff. However, as soon as one enters the UN, staff are not given the exposure, responsibility and experience to maintain and develop their skills. The approach to new staff is that they bring in new skills to provide an outdated organisation, rather than as talent to be nurtured, respected and developed. In order to ensure that staff are empowered in their jobs, the UN secretariat should be clear as to its role and work in each of its fields. In development, the secretariat should identify its existing resources and how these could complement UN agency work to strengthen intergovernmental coordination, agenda-setting and knowledge-sharing. In order to do this, the UN needs sufficient and consistent outreach to different parts of public administrations. UN junior and middle-level staff should be encouraged and trained to conduct fact-finding missions, research and outreach to governments. Skills development of staff should work hand-in-hand with refining the UN's global role and strengthening its presence in member States. Bringing in new talent will not serve as an engine for growth and innovation, as they will not be able to respond to the realities of the organisation. Rather, resources would be better spent on training existing talent, cognisant of the fact that they have already lost years- even decades- of skills development, and truly empowering staff. For they are the ones who know and understand the system best, who can negotiate the complexities of an organisational structure as the UN and can identify ways to improve it. Change would then be more sustainable and integrated within the fabric of the organisation, rather than through changes parachuted from above. At ESCAP, we would request that equal respect be provided for social development issues, which has been trodden on by the Executive Secretary, who has created an environment of insecurity and intimidation. She has on several occasions indicated that human rights is not the work of the UN and dismissed the social protection floor and need to address social development issues. She has appointed a Director with no interest or experience in social development, with the aim to change the Division into a macroeconomics Division. This should absolutely NOT be allowed to happen. Social and human rights issues are all the more important at this point in history, and absolutely should be provided a key focus. We hope that the incoming leadership for ESCAP will understand, support and be committed to the importance of social development issues, if we are to retain any credibility amongst our partners and constituents in this area. ESCAP needs to work on its hierarchical culture of seniority and intimidation. Staff do not speak out as they are not listened to, and are afraid to suffer consequences, including threats e.g. to be re-stationed in a remote area for staff with family members. The management practices at ESCAP must be addressed that can see beyond its ability to comply to different requirements (it usually has excellent compliance with requests), but rather what it concretely does, how meaningful this is and what this translates into practice.</p>
ESCAP	<p>People in my department are not treated equally that are biased. In my department, people do not communicate respectfully In my experience, people gossip in their group and do not tell any thing to ther person no in their group. Work related communication is also is not open and honest. they share work related updates onnly with the people they like. They distribute the work into the people thy like. Here managers rely only those who are good in conspiracies. but they do not see the hard work and initiatives a staff is taking.</p>
ESCAP	<p>UN encourage equality in society. What happens when the work was the same, but the salaries are not equal.UN unfair to pay.</p>

<p>ESCAP</p>	<p>Thank you for collecting this feedback and for providing the space and opportunity to give additional comments. I joined the United Nations with much hope and interest in learning, sharing my knowledge and experiences, and above all, helping make our world more beautiful and compassionate for all. My experience so far in the UN has not been pleasant. I understand through communication with many UN workers that my experience is not uncommon; many UN workers feel disillusioned and uninspired in their work. I hope that this exercise of seeking feedback will help in improving the UN. It is an important organization, it is as much my organization as it is for every being of our world, and as Mahatma Gandhi said, we - in the UN - must be the change we wish to see in this world. Please allow me to share my observations from my work in the UN.</p> <p>The working environment at ESCAP is not conducive to collaboration among departments, cooperation among departmental staff, and synergies within section teams. The work culture is neither inspirational, nor follows a unified, commonly agreed, vision of sustainable development. It is often unclear to workers what the direction of their collective work is and how their work contributes to achieving the overarching sustainable development goals. There are no group discussions or deliberations on who/what are the intended or real beneficiaries of our work - within member countries - or how we can reconcile the competing issues we face within our work in sustainable development. There are no team discussions, or team building activities. There is no opportunity or mechanisms for providing or seeking feedback to/from supervisors, team mates, and colleagues on the work given and the deliverables achieved. Most of the work is ad-hoc, that is, it relates to requests and writing reports or papers that are often have no prior planning or guidance, and are not related to the thematic expertise of the person assigned the task. This results in many reports becoming "copy and paste" jobs, with no due diligence of fact-checking and with little reflection/consultation by the author/s on the real purpose and effect of the report's contents.</p> <p>The organisational structure is very hierachical and anthithetical to everything that the United Nations preaches to the world. Interns are unpaid, consultants are underpaid, and both are overworked in often directionless tasks with no relation to their contracts or backgrounds. The administrative staff has special interest groups and tries to totally control the administrative workings of the office so that the other staff is completely dependent on them; the administrative tries to actively subordinate both interns and consultants through language and actions. The programme management staff is overburdened with ad-hoc and reporting tasks and lacks inspiration, in the absence of visionary and participative leadership both at the departmental and the organizational level. There is little semblance of equality among workers, and privileges are incredulously governed or administered; some examples are:</p> <ol style="list-style-type: none"> 1. The sizes of rooms and the numbers of windows within them are allotted in relevance to one's "seniority;" 2. The allotment of plants is only to programme management staff; 3. There are no open training courses available to interns and consultants (both are not eligible to take most of the training programs that are offered to programme management staff and administrative staff, and they have to pay for the few available options, such as language learning courses). <p>There are blatant violations of integrity in the hiring of paid workers: administrative, programme management, and consultants. Special interest groups influence and sometimes control appointments/placements within departments. Consultant contracts are designed and finalized by programme managers with little transparency or accountability; this is a convenient method of immediately hiring interns as fulltime (internal) consultants at the completion of their internship, and for continually engaging external consultants for several years. Appointments of new administrative staff are often pre-assigned/pre-determined by special interest groups within serving/existing administrative staff members and in collusion with programme management staff. There is no transparency or participation of workers in the hiring of programme management staff.</p> <p>Does the United Nations, which preaches dignity, fairness, and equality globally, not want to treat its own workers with dignity, fairness and equality? Does the United Nations, which preaches transparency, accountability and inclusion in all levels of society, not want to practice the same within its own offices?</p>
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ESCAP	none
ESCAP	Thank you for "SurveyMonkey"
ESCAP	1) I do not have the feeling that I can dress as I would like. I have to follow the way that most men dress here. 2) Managers request staff to perform extra hours without having any consideration to any other commitment you may have during your free time.
ESCAP	The work environment and staff motivation in a department can be totally destroyed by an incompetent, highly insecure person with poor managerial skills appointed to the leadership position. I believe that Department heads should be chosen on the basis of merit and track record rather than on the basis of gender and political considerations. It is a good principle to give priority to qualified women but it should not become an obsession to justify incompetent people who can bring down the organization. Thank you.
ESCAP	Many staff are cut at the working level during budget cuts and restructuring then additional directors/USG/ASG positions are created. Many normal people are being sacrificed for upper management. We are always encouraged to do more with less at the working level but see the opposite when looking at the top.
ESCAP	Related to lateral movements and transfers, skills and expertise are not often considered. There should be some standard process in place through career planning for staff that could create motivational impact on staff. There is no global organisational directions to staff to plan regarding their career development. Information related to this is very scattered. Upgrade to skills is very minimum among staff and hence quality takes a heavy beating.
ESCAP	I am still proud to work for the UN, however in daily work life this is not often easy to remember. Indeed, compared to many others we are still in a very fortunate position as international and local staff members and our salaries are sufficient to take care of our families, however, the recent cuts through the ICSC compensation review have been done in a way that can be perceived as 'sneaky' without real involvement of staff and clear communication on the real objectives (saving money). On a day to day basis we see money wasted on high-paying, unnecessary consultancies; production of high gloss reports no one reads; retention of highly-paid managers who are abusive and not able to manage their staff; staff member who are not performing BUT then all staff is punished when budgets get tight. The organization URGENTLY needs a reliable performance management system that enables us to identify the under-performers, support them and if this is not successful get them out. We need a possibility to better manage rampant misuse of sick leave. We need accountability by all staff members - our head of department is making decisions that are not reasonable and no one dares to go against her for fear of retribution. Our managers make bad recruitment decisions (to appease a member's state, to help out a friend, to recruit someone from the same school) and those selections are then not performing, not fitting in, without anyone ever being held responsible for this. I have noticed in my career that one good leader can have such a positive influence on changing the overall tone in the organization - it is time that the organization recognizes this and ensures that good leaders with people management skills are placed in such positions and not only political appointees who can bring whole departments down. Our department has not been doing well in promotion of work-life balance - being located in Asia, much of it may be based in a cultural perception dedication to the company and issues of work-life balance and staff engagements are not given high priority. This has led to a disengagement of staff members and high levels of frustration. There is a mood of complacency and the normalization of the deviance has happened in regard to acceptance of abusive, bullying behaviour by superiors.
ESCAP	none

ESCAP	Please note that when answering this, I consider "department" as ESCAP and it's senior management. I only reflect on my direct supervisor/director when the question specifically asks. Also, "strongly disagree" is not strong enough when it comes to unnecessary bureaucracy.
ESCAP	On of the biggest problems of UN as a whole is the complete lack of accountability at managerial level. The other huge problem is unequal treatment of G-staff and professional staff and the very unequal compensation accordingly.
ESCAP	Compare to the work in private sector, efficiency of work in the UN is terribly bad. Information sharing is based on verbal communication, which will drop many staff to follow the UN strategies. In order to share the ideas between teams/departments/divisions etc, then we should have more systematic way of sharing ideas. I think implementing more current IT system should be one of the solution. Especially seniors should have more IT knowledge and should be trained to know more efficient working methodologies exists.
ESCAP	While the UN is a great working place (with one of the best employment benefits to employees), the UN needs to take a serious look within itself as a global organisation, and ensure its programmes and activities are still relevant and of maximum practical use to people, communities and societies in today's changing world and society.
ESCAP	Together we strive to deliver excellence!
ESCAP	Lack of accountability of senior management in decisions they make. Lack of 360 feedback allowed. Lack of career progression for junior staffs (laterally in different functional areas, and upwards based on merit). Performance is not rewarded, not punished. Career progression is NOT merit based.
ESCAP	-
ESCAP	The Executive Secretary and her office team should be able to set up or fix the ES's plan or schedule well in advance, especially the ES's commitment to participate in the legislative and intergovernmental meetings organized by ESCAP. The substantive divisions are very often required to provide their inputs for ES's missions at a short notice.
ESCAP	None
ESCAP	Who is going to help the Local Staff in Bangkok with the Salary Survey scam? The UNDT cannot help, the Staff Unions are not helping... where are we going from here? Is it the time to find a better recognized job elsewhere? The dual salary scale is a violation of human rights principle of equal pay for equal work. How can this be happening inside the UN? There is no integrity, no ethics, no accountability and no respects for the UN core values.
ESCAP	The UN advocates equal pay for equal work yet there are different salary scales in the same duty station resulting in 2 people at the same level, doing similar jobs, but receiving a major difference in salary. While mobility is encouraged, in practice, it is very difficult. Job descriptions are so specific that it is difficult to move to other divisions.
ESCAP	ESCAP needs an empowering and inspiring leader of the department who respects the contributions of all staff no matter their level.
ESCAP	No comments
ESCAP	I am not sure that EPAS is the best system to assess staff as it is based on one or two people's point of view. The UN should instead consider implementing 360 degree feedback system

	despite the higher costs.
ESCAP	Many of those in upper management at ESCAP do not embody the principles that the UN stands for. The focus on Human Rights, which is at the core of the UN is sorely lacking at ESCAP. Those of us who believe in Human Rights and its principles find ourselves as lonely voices that are not heard. In addition, promotion practices feel rigged, not a meritocracy as it should be.
ESCAP	From what I have seen, the system has failed to punish the persons who do not really do any jobs. The persons who could do good jobs will get to work harder than the persons who could not. The system does not allow getting rid of staff members who doesn't work well, especially the senior staff members who have several years of services. The implementation of two salary scales in GS level has shown that management only cares about the budget cut. This policy has discouraged new talented staff members.
ESCAP	In mind my answers I refer to ESCAP as a whole, and not my specific Division or Section. Thank you for the survey.
ESCAP	As a young professional, who joined UN through the YPP programme, I feel there is little support for career development within the UN for young professionals. UN hires excellent and motivated youngsters through the YPP and then squander away the opportunity to harness their potential. Most of hiring process even at the P3 level, is not conducted through a fair process and mostly its an inside job or liable to political influence. This is demotivating especially for the younger professionals.
ESCAP	I believe that at the working level there are many UN colleagues who are true idealists and who work here because they would like (and they have the qualifications) to make a difference. However, the hierarchy and the bureaucracy of the organization create an environment where these qualified and dedicated people cannot always contribute their best to achieve the overall objectives of the organization. In fact, as professionals, most of our efforts go to convincing and re-convincing our superiors on why decisions already taken in our intergovernmental processes and programme management remain relevant to be able to honor commitments and continue our work. The senior management is detached from the day-to-day work of the organization and the directors are not always established enough to provide intellectual leadership to the working level and/or advocate for the goals of their respective subprogramme to higher levels of management. Directors are intimidated by top management and they do not work as a team. The results based management requirements are valid only for the working level and not for the top management which means that the direction of the organization can swerve with each new ES rather than build on the strengths and the gains of the organization thus far. I would like the HQ to take measures so that Regional Commissions work in a more integrated way with the HQ and with each other (especially where there is overlapping membership) and ensure accountability of senior and top management to remove this image/idea that the work and staff are at the mercy of a top manager in far removed duty stations. HR also has to be strengthened to act as an objective (i.e. not biased to implement what managers tell them to) department that takes care of "humans" and "resources". They should advise on recruitment/career development issues more actively (e.g. ask questions when a top performing staff member is cut out of recruitment processes) and have a progressive training programme with milestones by occupational group and level rather than just these generic trainings that are often too basic. The access to training and staff development opportunities is extremely poor at the UN especially given that we need to really keep abreast of developments to remain relevant and agile. Even if there is no funding for this, staff should be given some kind of "learning leave" allowance that is different from sabbatical because the latter is so limited and such a black box operation. I am also supportive of mobility; I believe that having worked in different parts of the UN has given me a better understanding of and sense of belonging to the organization which allows me to remain motivated even in the face of

	inefficiencies and injustices. I also think that staff that has moved around the organization would be less likely to play into power games of managers and would make it an aim to work in collaboration with other departments across the UN and in partnership with other organizations.
ESCAP	We should conduct less surveys and listen more to voices of our staffs, who wants to contribute by sharing knowledge, experience and ideas through daily work in their respective offices; small changes could be made day by day, here and there, case by case, instead of waiting for years for another "big deal" reform. We have great (man)power in our hands but it looks like we kept waiting for a "good time" to use it, while on the other side, managers are being allowed to behave as if they own a department or office... If all levels of staffs contribute to their office policy making processes it will give them more sense of involvement and accountability and bring more satisfaction at workplace and eventually at home.
ESCAP	ESCAP has suffered from extremely bad leadership in recent years due to complete lack of strategy as a result of shifting priorities and conflicting messages; and a complete absence of respect of staff, in part due to an unwillingness to understand any concept of work-life balance.
ESCAP	Lack of leadership and transparency from the most Senior Management by using own judgement rather than follow the UN Rules and Regulations.
ESCAP	My particular division stands out in ESCAP as one with good communication among staff and pleasant work atmosphere. Not so in other divisions. ESCAP's Executive Secretary rules and divides, harbours personal grudges and does not allow criticism, engages in erratic and non-consistent management, alienates and confronts people rather than engage them.
ESCAP	UN needs drastic reforms to improve work environment and recognition of credible staff, remove all lengthy process and may be focus more on peace and security- rather than development!
ESCAP	Welcome the SG's initiative and support constructive efforts to strengthen management accountability in the way staff are led and managed. The lack of management accountability has contributed to some of the major staffing challenges currently faced in the UN, particularly the firing of under performers and individuals behaving without integrity and not upholding UN values.
ESCAP	In the UN, rank does not reflect qualification. A UN manager is a contradiction in terms. The UN has too many processes, and not necessary the best ones. An organization is defined by who it hires, fires and promotes; in all three areas, the organization is a failure.
ESCAP	-

ESCAP	I strongly believe that the managerial skills of most of the senior managers in my department can be improved. I look forward to the day when staff members can talk about their managers as their role models.
ESCAP	What our department strongly needs is the opportunity for 360 degree feedback, as one component of a strategy to move away from a strongly hierarchical and authoritarian system, where decisions are taken unilaterally at the top, and staff have limited to no opportunities to see their suggestions and ideas take fruit.
ESCAP	None
ESCAP	In my humble opinion and to reduce the UN Budget, the UN should establish a mechanism to reduce and limit official travel of its staff members, especially the top management level. The unnecessary travel should be replaced by using these days advanced technology. From my experience, some head of mission or duty station could choose and approve his/her travel itinerary deviated from the established rules on official travel and even involved higher cost than the normal or most direct itinerary.
ESCAP	N/A
ESCAP	No comments
ESCAP	NIL
ESCAP	Recruitment of Head of UN entity should based on open, fair and transparent process and the UN's core value and competence.
ESCAP	The organisation should do A LOT MORE to support spouse employment
ESCAP	I would like to see our organization (UN) to stronger than the previous period.
ESCAP	Simplify the hiring process to make sure that departments/divisions have enough manpower. This will also make sure that senior managers remain capable of overseeing the appropriate amount of work while giving timely feedback to subordinates.
ESCAP	UN Secretariat has become completely bureaucratic an redundant. The structure is so top down that it takes so much time and efforts to get approvals. There is no respect whatsoever aademic qualifications, expertise and experience. What only matters is the hiererchy, whether the staff is GS or P or D. Each time, the Executive Secretary changes, complete vision, visibility and focus of the organization changes which is not perceived well by member states. The HR administration and recruitment needs a complete overhaul. Talented GS staff should be given priority in P-2 level appointments (at least value the number of years of experience and academic qualifications, track record) or at least allow them to proceed to the interview stage without the need of a written exam. It would be completely unfair to subject them to a written test along with fresh graduates who are so used to paper and pen based tests and subject specific knowledge just gained from the university where as the GS staff who spent years working on multiple projects of UN and have a sound working knowledge of the UN procedures and rules are not given any due consideration. It would be fine if the interview for G-P recruitment could be made more tough rather than a paper and pen based written test with pure academic questions. Staff who are at the final step of thir current GS grades have no chances of promotion or hike in pay, but their work load is ever increasing. In short, UN working environment in the current state, cannot recruit and retain talent. The number of consultancy contracts issued to get the work done is a standing testimony of the current capacity of professional staff to perform substantive normative and analytical work of the organization. Professional capacity doesn't come with the title of "P" staff or "internationally

	recruited" as they are known. But it comes with the quality of education, experience and expertise gained over years.
ESCAP	I believe a realignment to the core of why the UN and its subsidiary organisations were created is required. The UN can be more effective than it currently is and have a bigger voice in things that have a greater impact without being swayed by politics of a few countries that do not have the interests of the world, its people, its environment and its resources at heart but rather driven by private profit interests.
ESCAP	It is unfortunate that my supervisor does not have even the basic supervisory skills and goes around to the top echelons of management making defamatory remarks about members of his team. Hold him to account. How many complaints have been filed against him. Do these feature in his performance assessment?
ESCAP	I strongly believe in the UN PROVIDED THE ORGANIZATION REFORMS ITSELF SUBSTANTIALLY. We are not relevant anymore in the 21st century's context. We compete internally because of personalities and because roles are overlapping or not well defined. There is no monitoring of integrity in recruitment process, hence it became a highly subjective process. Wages not attractive anymore for highly skilled experts. Work-life balance are words empty of content in Bangkok, staff is expected to just "obey"; this comes bottom-down notably in divisions led by Asians and notably from "big" countries
ESCAP	There are too many senior managers managing too few Professionals in the UN. Given resource constraints, a flatter organization would make a lot of sense, removing layers in particular at levels of Senior Directors and above - and reallocating resources to P staff levels. Professionals are (in principle) highly educated and competent staff and their roles are usually relatively clear at the sub-programme level, so micro management from the top of the organization should be avoided. Internal promotion should be clearly prioritized over external recruitment given the very limited upward mobility in the organization.
ESCAP	Strong hierarchical behaviour, which often has negative impact on junior staff who may want to express new ideas
ESCAP	The integrity and ethics have to be demonstrated from the top management on a daily basis. There are serious harassment, discrimination and nationality based bias. A staffing table will evidence this clearly, with a disproportionate number of nationals of the USG holding P5 and D1 positions. Staff are moved around in the name of "mobility", but it is perceived as a punishment for speaking up for the organization, as this "mobility" does not apply to everyone fairly and in a transparent manner. Work from home shouldn't be abused by anyone, including the USG, and personal expenses, such as cleaning of one's own apartments, shouldn't be charged against the organization. Furthermore, some staff members, such as regional advisors, were threatened with premature contract termination. Oversight from NY is inadequate and internally, there is fear to speak up for them and staff in general. Finally, the relationship with member countries has deteriorated dramatically, to the point that nothing moves, and our organization is perceived by them as dishonest, biased and pushing the personal agenda of the head of the organization. The

	selection of UN senior managers has to take all of the above into consideration. We desperately and urgently need a qualified leader who demonstrates the UN principles and values to the staff and member countries everyday.
ESCAP	While I am grateful for the opportunity that has ben given to me as an intern to the United Nations, I am diapinted by the lack of supervision that I have experienced in the past three months. My professional growth and progress are not of any concern to my supervisor or colleagues. In my opinion sections should be monitored and trained in terms of interns (who carry out a fair share of valuable tasks free of charge but are not integrated into ongoing projects). This and many other mistreatments of interns is currently producing a cohort of well-educated individuals that are disillusioned by the internal processes and values of the United Nations (and will carry ther opinions to the outside world). I hope that my concerns will find an ear that listens...
ESCAP	From my experience, ESCAP and in particular EDD's section and division director/chiefs are talented managers. The quality of middle-level/section-level (P2 - P4) staff and P staff who supervise consultants is incredibly varied and more times than not of a very very poor standard. With the exception of a handful of stellar supervisors, most section staff have terrible communication skills, poor organization and show little respect for consultants, who P staff frequently abuse by overworking/underpaying while taking credit for all the work done by consultants. At the same time, most P staff themselves do not put in a full day of work -- arrive late/leave early; take 2-hour lunch breaks etc. It appears that the overwhelming majority of P staff here at ESCAP are unenthused about their jobs and have little skills in terms of management and supervision capabilities. More generally, there is little workplace community amongst sections and division of ESCAP. Management and supervisors do not appear to place emphasis on creating a united and committed working environment (many staff, particularly in broader ESCAP, seem dissuaded, unmotivated and disengaged from their team).
ESCAP	I am positive with my office and I am positive with the new Secretary General. I believe he is the type of person to make things materialized, not another sleeping pill.
ESCAP	I am proud and happy to be in ESCAP.
ESCAP	I am very happy in my workplace but as it has been pointed out repeatedly, including by me, we would all benefit from a more efficient information exchange, working across silos and a less bureaucratic system, as well as stronger IT support especially on issues like Umoja - although I must give credit to all the IT and administrative personnel I asked for help - they were all helpful and competent.
ESCAP	I am an unpaid intern. This is a great opportunity for me else I wouldn't be doing it. But getting SO MANY (100 at Bangkok duty station) unpaid interns to do work that staff members and consultants are also doing - is it really in-line with the UN's philosophy? We are literally paying (thousands of dollars in most cases) to be here working for free, which makes it inaccessible to all but the most privileged young people. On top of that we are not co-ordinated or centrally managed and there is very little in place to protect us from being taken advantage of. Put some HR structures in place to change this so that the internship programme reflects the UN values.
ESCAP	I believe that the limitation that a GS staff cannot apply for professional job should be eliminated to make sure that the recruitment is free and fair.

ESCAP	Recruitment system sometimes prefers external candidates. There should be a system of promotion based on merit.
ESCAP	Career progression is a big issues, promotion are given based on biased opinions. The Hiring Manger manipulates the process to make unjustified recruitment/promotions- the other panel members just becomes mere witness.
ESCAP	I work in one of the Regional Institutes of ESCAP in Incheon, Republic of Korea. The name of the centre is APCICT. The Director is dictator with no ideas of her own. She screams and shouts a lot at the staff, often in Korean. She is demeaning and has openly stated that she does not believe in work life balance. She discrimates against staff who have young children, and have no compassion for the families' needs - demanding that staff stay long hours in the office - often doing unnecessary rework. I wish someone will actually look into her misuse of authority and harassment of staff, and have her dealt with appropriately.
ESCAP	I have 12 years experience in the development field, a masters and speak three languages. My biggest responsibility in my current job is calling to check participants will attend a training. Today I am copy pasting text to update a website. I am underutilized, bored and watching my life trickle away as I sit for hours at a desk. My supervisor is good at his job and a good manager, but there is no work to distribute. Meanwhile other teams in my division are overworked but to distribute the workload would cause some to lose face. Rampant sexism means male colleagues are favoured. Having experienced similar in other duty stations I am just bored. No possibility for promotion, I know the grass is not greener in other locations. . . how does one stay motivated and driven?
ESCAP	My department has a generally pleasant work environment with many dedicated people. However, during the last couple of ES's there has been an increasing fear of speaking up, partly due to a leadership style that has included saying negative comments publicly in front of peers, which during the last ES has been combined with vulnerable (one-year) contracts for new (D1) staff, and active efforts to move some P5s to other units/locations. This has increased fear of speaking up. Practices such as public/peer shaming should not be accepted in the UN.
ESCAP	In ESCAP Bangkok, We have 2 salary scales for GS staffs. The UN which is the organization promoting the equality but internal still has no equality. Our GS staff sit beside each other doing the same job but got different pay. This issues should be the first thing we fix.
ESCWA	Thank you
ESCWA	Thank you
ESCWA	Thank u
ESCWA	Thank you
ESCWA	Regular and mandatory leadership and management trainings for all managers would improve the management style. Easing bureaucracy and eliminating printed paper approvals before online systems is urgently needed, otherwise defeating the improved online systems' purpose. Full potential of staff below P4 levels needs to be recognized, utilized and supported.
ESCWA	I am G4 /9 and after twenty years I couldn't achieve a higher level. Every time and after the exam they picked who ever they want. In my opinion, the higher level should be promoted every 5 years without any exam and when the staff member added new achievement to his job.
ESCWA	I am proud that i work with such an organisatio n that respect its employees and give them their

	rights where all are equals and hope to stay until i retire with the UN
ESCWA	Further due diligence need to be put in recruitment. Nowadays, a person who knows the competency based interview will be hired even if he/she is not competent. Regional level work needs to be strengthened. Global and national level work may not substitute the regional level. There are certain cross border developmental issues that necessitate the collective work between neighboring countries, and here the regional level work is crucial.
ESCWA	I would like to see the results of these surveys in practice. Usually we only fill surveys and never witness their effect.
ESCWA	Work with UN gives me an excellent experience in the administrative field
ESCWA	none
ESCWA	The department i am working in has changed during the long period if my work as UN staff member. My answers reflect the current situation.
ESCWA	general service staff in my department are over very qualified and proficient and need more career development opportunities such as moving to Professional posts through promotion and not only G to P exams.
ESCWA	ESCWA has a reputation of favoring Arabic speakers over non-Arabic speakers in the selection of staff, but at the same ESCWA does not provide Arabic language classes to staff. This is very contradictory and puts non-Arabic speaking international staff in a frustrating position.
ESCWA	Thank you
ESCWA	The management style of some is more like a 'private management of resources' even at the expense of the needs and preferences of work and the people and partners involved.
ESCWA	There is critical need for a fair and transparent rotation policy to be enforced. Job openings seem to be earmarked to "known staff" from within the recruiting duty station / Department and qualified competitors - even when rostered - marginalized from the competition. The roster mechanism tends to "channel" staff into hyper specialized job paths limiting their chance of exposure to related fields where they could make a positive contribution. The G to P mechanism needs to be revised. In the specialized agencies, funds and programmes deserving GS have a chance to advance based on a documented successful work performance, without going through such a selective competition. There are Ps with MBAs who lack the focus, resolve and stamina of some GS.
ESCWA	my answers were mostly in the middle of the scale "neither agree nor disagree" because in less than 1 year, for the same post, i have had 3 supervisors (original, OIC and now temporary), and my experiences with each one were significantly different. But in general my main concern is the lack of guidance in the section, resulting from this frequent turnover.
ESCWA	situation differs from one section to another. while overall the department does good, this is not reflected at division or section level. things are left to persons to decide how to run the show without much supervision from higher management.

ESCWA	In general, the nature and description of my work is very pleasant and I am self motivated and highly dedicated to my job. However, I feel that after ten years of hard work and dedication in the UN I am not appreciated and whenever there is an opportunity for career development and promotion I am being marginalized even not given the chance to go through a fair and competitive recruitment process and the preference for promotions goes to external new staff. Although my performance rating scores have frequently been rated at "Exceeds Performance". When seeking advice and guidance from Our Human Resources, they either are unavaialalbe or neative about the issue and if they agree to meet and dicuss there answer would always be that ASD cannot intervene in the selection of managers. I do not find any cooperation from our HRMS and when I asked about an entitlement and had sent frequent emails requesting information I received no reply. The reason is always that staff at HRMS are too busy to respond to every query for staff in the department. This is the main reason I do not feel I get at least the moral support that I need to anticipate an advanced career in this department.
ESCWA	UMOJA was decided to decentralize and streamline work processes. Instead, on-line and off-line systems have been created with centralized approval and review systems established outside of UMOJA, which have doubled or tripled the work load. UMOJA also does not allow program managers to easily access, view or manage XB and UNDA project accounts, which due to nature of its design (which doesn't allow the same user to access all information related to an expenditure), has resulted in additional dependence on Administration to provide the 'full picture' rather than less, although we were able to do so before UMOJA. Several Department level processes are created prior to submission of request to UMOJA or Inspria. Work has thus been duplicated, not streamlined.
ESCWA	Thank you
ESCWA	There is a lot of UMOJA bureaucracy. Please help us. We are serving the system while it should be serving us.
ESCWA	Correct point to start! Relevance of the UN for the world will be most related with organizational development.
ESCWA	In the security and safety section the last thing to be considered is the well being of the staff
ESCWA	UN Staff members are not well considered while applying to a higher post in the same UN department. Priority is given to external candidates from outside the UN system which is very demotivating for the current Staff whom were waiting the right time to apply to a better post. This has a bad impact on our career development!
ESCWA	The UN has so far failed to put in place an effective and workable performance evaluation system as well as reliable recruitment process. The UN's core weakness is its dysfunctional Human Resources Management systems. Good employees are vulnerable and bad ones are immune and protected. The existing reporting and investigations of prohibited actions contributed to create an atmosphere where underperforming staff would be protected by reporting false allegations against the UN and its managers without providing the minimum level of justice to those unlawfully accused of wrongdoings. The UN now a days adopts" guilty until proven innocent' principle against the codes of justice. Good managers deserve support of the UN not for the organization losses its meaningful goals.
ESCWA	Escwa full of harassment discrimination and corruption I work in security and safety section where nothing is transparent full of corruption discrimination no gender balance
ESCWA	Escwa is the kingdom of corruption,discrimination,harrasment and specially the security and

	safety section where i work
ESCWA	in SSS ESCWA the security management is not good at all they have to integrity and no respect for their staff they only look to oppress officers by terrorising them .
ESCWA	Considerable amount of work is undertaken by consultants which does not have the same rights as regular staff, but have their contracts renewed again and again, and practically function as normal staff. Not having the same payments or benefits as staff aside, payments to consultants, if they are even paid, are always delayed by weeks or even months. Further, there are a considerable number of cases where consultants have continued to work for the commission on the basis of promises from high-level staff of new contracts, promotions or retroactive pay, which have not materialize after the consultant has worked months, in some cases close to a year, for free. There has been no accountability on the behalf of the senior leadership not filling their promises, and, in these cases, the consultants having worked months for free, have no paper trail of them, nor have they received any paper documenting the months they have worked there without pay. While these are systematic problems beyond senior management, the way these cases have been handled in the past by senior management, with very unclear information flows and no information communicated to the consultants in question, are concerns relevant to this survey.
ESCWA	Forgive me of what I will write, I am start my job in UN-Secretariat as Security Officer in 2005, till now, also I am on roaster for FS4 and I apply for Security Officer FS4 as almost 100 times, 100 applications because I love and I want to be in mission field, anyway till now nothing no response. -who protect your back -who you know - Do you have connections with Seniors Finally, I am Sorry. Thank you very much. Best Regards.
ESCWA	From a policy perspective: The UN has lost its importance, integrity and influence in the country/region, for various reasons, rules or maybe procedures. None of the stakeholders refers to the ESCWA's outcome seriously... They mostly do it for the money. From a career perspective, my job applications were rejected from various organizations as they considered the UN experience as irrelevant and they " don't produce a good job". Apparently the career path in the organization is not that well regarded in the ESCWA region...unfortunately
ESCWA	We need fairness and strong leaders who have vision and who empower their staff well.
ESCWA	we urgently need restructuring and real reform of UN and ESCWA
ESCWA	many of my colleagues went for investigations for what they are suffering from but nothing has changed for that we are threatened in our work that our contracts will be ended if we talk about our work and what happens there
ESCWA	:(
ESCWA	I have applied close to 80 P-5 vacancies. I have been invited repeatedly to undertake numerous tests and interviews for a very possible and suitable P-5 positions elsewhere including PKO Missions and UNHQ but without any explanations so far I have not received any positive results. In general terms, this kind of situation should not occur but instead the organization should motivate staff to be promoted and move to a duty station of her/his choice. I am a female professional with 5 years of hardship duty stations including Baghdad and Monrovia where Ebola broke out. OHRM should retain all history of tests and interview I took, and assess my competency based on a vacancy and place me to enhance motivation. In this regard, we should abolish the competency-based interview and numerous very complex multiple choice and 3-5 hours writing tests.

ESCWA	Recruitment is not done in a fair manner, vacancy announcements are just a cover, only preselected candidates are hired. Director's are highly evolved in the selection process, they only choose the one they want disregarding rules and regulations in coordination with HR.
ESCWA	Lack of mobility is a serious concern.
ESCWA	The UN could do a better job of promoting meritocracy by changing the criteria for interviews and promotions (quality of work, professional expertise and past achievements should matter more than the ability to be a "a good chatter" around core competencies). Senior staff needs to empower and trust junior staff more. There should be more opportunities for young staff to move up the ranks. Mobility should be truly promoted (allowing staff to claim mobility when moving horizontally at the same duty station does not achieve that). Salary cuts should stop as we need to continue to attract and retain the best people and be competitive in the job market. Hiring should be quicker, better organised and more transparent (not based on personal connections).
ICSC	It is sad that, it is 2017 but we have to offer sexual and monetary favors to the ICSC Chairman, not only to get promoted but also to survive and keep the job! He is untouchable and rules do not apply. It's still like medieval time on the DC2 10th floor. It is very disgusting and demoralizing.
ICTY	There is an obvious lack of transparency in the recruitment and promotion process at the Office of the Prosecutor of the ICTY and this is done by the top management. The top management runs the "friends and family programme" by hiring and promoting their friends and their spouses. This is the most unprofessional managerial experience I have ever encountered. I am only limiting this comment to the top management of the OTP of the ICTY and MICT.
ICTY	I feel so deeply saddened that I have a Master's degree in my field with 12 years of experience in positions requiring significant responsibility and I am not able to be promoted. This rule barring G to P movement is discrimination in my opinion, demotivates staff and creates an Organisation who has to hire outside staff to full the role that internal staff are qualified to do. I understand the initial reason it was put into place, but for an Organisation of our emphasis on equality and respect and equal opportunity/treatment, I don't think ends justifies the means. I love love love the UN. I love my job, my supervisor, the Organisation I work for, and all I want is to be able to have the opportunity to be allowed to apply for P positions.
ICTY	People get jobs in the UN not due to experience or qualification or merit but due to friendship and networking.
ICTY	As an ICTY staff member it's unfortunate that we are still not recognized as secretariat staff. It's hard to see that UN staff rules and procedures are regularly updated to benefit both individual and organization however; as soon as it concerns ICTY staff the system is rigid and makes reference to agreements made 20 years ago.
ICTY	I see a high level of inconsistency in my department so I used the 'neither agree or disagree' to indicate 'sometimes'.
ICTY	I believe in the importance of the UN as organization. Many of my assessments are influenced by the fact that I work for an organization that will soon close and that influences the general atmosphere in the organization.
ICTY	In my opinion, temporary staff should have the same benefits as the fixed term staff because we are human like them, we have family to take care of as well, we come to work everyday like the fixed term staffs. Probably our contract is shorter but at least the benefits ie: leaves (specially when moving from other organisation - for double hatting organisation like us) should be retained. I hope the UN will also focus on the welfare of temporary staff. Either way, I am

	glad the new Secretary General has done this effort to know the real situation down here.
ICTY	Work-life balance: To give people the possibility to be more flexible with their lunch break would be so valuable: e.g. take your lunch at the end of your shift, or have a longer or shorter break and work longer/shorter. All if the workload allows of course! It would be a tremendous improvement of our lives. E-Pas and comparative review: This is an unfair system, very subjective. It is more about the personal preference of the supervisor, and less about the working approach and qualities of the employee.
ICTY	Had I filled this out a few years ago, my comments would have been quite different, and I was very happy for a long time here. Unfortunately, the downsizing of the ICTY has been undertaken in a non-transparent and nonsensical fashion. The overlap with MICT is inconsistent and confusing, not to mention wholly unnecessary. A high number of managers remain while the middle and bottom pay grades have been gutted and are expected to try to make up for the cuts in staff, which would be an easier task were there fewer redundant managers to please.
ICTY	Career development is poor, when trainings are offered I cannot participate as I am the only one in this job, higher management will write nice memos but I prefer action instead of empty words.
ICTY	I am not sure the situation at the ICTY reflects the situation in the UN in general since the institution is closing down creating specific issues that are not necessarily relevant for the UN in general
ICTY	From my form you will note that I am still generally very positive about the UN, especially about my experience at the ICTY. ICTY's management has gone above and beyond for its staff and has defended staff rights along with staff, not against it. There is a very good atmosphere between management and staff at the ICTY, in most cases, and when you hear about bad tensions from other duty stations, staff at the ICTY can be lucky in this respect. That said, I think that are various issues that the organization is not tackling well. Think of the (ab)use of short-term contracts over many months, often years. Unpaid internship. Think of the difference between G and P staff. Think of the fact that ICTY staff are not assisted by the organization in times of downsizing. There is no trying to keep us and help us to build a further UN career. In this regard I, and many of my Colleagues here feel let down by the UN as a whole. The last conversion exercise to continuing appointments dates many years ago and many of us did not qualify back then (I am not even going into the long litigation that followed and the fact that still not all people are granted their continuing contracts!). Here at the ICTY we have many very good lawyers (and other staff for that matter) who should be assisted in times of downsizing, be given opportunities to continue in the organization and not be 'let down/downsized' literally one day after the judgment hearing.
ICTY	The department I work for has in the last year or so hired two professional s/m who have never before worked in payroll, but have been taken on board and installed to supervise the work of payroll and they do expect the G/S on board to train them so that they can "perform" their functions in payroll. What a UN I never budgeted for!
ICTY	I am proud to work for the UN-ICTY and believe that it has done excellent work. However I am very disappointed in the way the UN Secretariat has treated the UN-ICTY staff regarding the permanent appointment. We have been constantly discriminated against despite several UNAT judgments in our favour and to date seven years later are still having to fight to be treated fairly.
ICTY	Privilégier l'ancienneté aux compétences professionnelles réelles et reconnues constitue un frein, non seulement à la motivation et à la recherche d'excellence, mais surtout à l'efficacité réelle des

	personnels d'institutions pourtant ad hoc.
ICTY	These scores apply to the OTP at the ICTY.
ICTY	As a staff member of a downsizing institution, I would like to stress the lack of assistance in terms of career retention benefits and of opportunities of lateral transfer to other UN agencies.
ICTY	I am not happy at how General Service staff, many of whom have devoted their lives to the UN, have been treated with regard to continuing contracts with the closure of the Tribunals.
ICTY	I would suggest change of UN Policy regarding transfer from G to P positions and ICTY staff to be declared eligible for permanent appointment within UN.
ICTY	Job titles are 20 years behind public private sector nomenclatures and this has a massive impact for staff. The grades are often not in line with the overall responsibilities and we see GS staff running programmes of work, projects and in some cases running units which in other duty stations would be P4 / P5 levels. Due to the inflexibility of the reclassification system roles are not formally classified and so the staff member is left in limbo in attempting to evidence thier skills when applying for posts in other organisations with most programme managers becoming grade blind (G-P)
ICTY	Interns should be paid at least a subsistence wage/stipend
ICTY	The interns who do a lot of the grunt work should get paid, even if only a small amount
ICTY	None.
ISDR	Clarifications: the reference of the 'Deptment' in the questions is the Headquarters and the assessment is on the Senior Management in the Head Quartes. I strongly believe in the substantive work of my Department, thats the reason which makes me motivated and contribute, rising above the not so positive or encouraging management. UN is a great organisation to work and remains relevant to address the challeges of the world. However overall, management is often in inefficient , use resources wastefully with inefficient management decisions, there is favouritism of all kinds, including racial. There is no sufficient accountability demanded from the senior managers.
ISDR	Thanks for the opportunity to be surveyed. I have answered honestly, and think our issues are largely cultural and habitual. As a very small office working globally and remotely with HQ and regional offices and partners, and our organisation currently undergoing a reorg, we are already adresssing these issues, for which I am also part of the solution as well as sometimes part of the problem (we all are if we let poor habits continue). There are many areas we do well (high motivation for our work, great partners, very good colleagues and knowledge in general) with big areas for improvement in terms of communication, collaboration and leadership coaching (there is support from organisation leadership to do so) that may be difficult / long to change due existing habit/culture. Ultimately, we are all very passionate and realistic towards our mission. Investment in new ways of working, improved business processes and capacity building especially towards leadership and collaboration are supported - so I'm hopeful.
ISDR	The biggest problem for me is career management. There is no fairness in the way hiring is made and no career planning, particularly for those in the field.
ISDR	I am very proud of my career path in the UN and still believe in the values and principles against which this great organization was founded. I however believe that extensive reforms will be critical for the UN to regain the confidence of those we serve. Our organizational set-up needs to

	shift from mode 1945 to 2017 matching to 2030!.
ITC	Although I am lucky to have a excellent supervisor, who is open and fair, the general atmosphere in my organization is one of mistrust. Some departments seem to be able to have career advancement whereas others do not. Senior management behave with self importance and a sense of entitlement and has little regard for the wellbeing of staff. Sometimes, I have the impression that it is a situation of "them against us" instead of us all being a team where EVERY member is equally important to achieve our organization's mandate. I first applied to work at the UN because I truly believe in its mission, for me it was always a calling. As years go by, I realize that it s not enough to be competent and capable. Despite very good PAS reviews, I seem to be "stuck" without anywhere to grow professionally. You advance only by forging the "right" alliances. Staff spend a good amount of time on this instead of concentrating on their work or even doing a god job. But, nonetheless, they advance in their careers. Thank you for your time.
ITC	I have plenty of trust in my division/section. I do not trust the top level of senior management. They lack transparency, communication and in general it feels like the focus of their leadership is not set in ITC but somewhere else.
ITC	disfoctionalities are not necessarily in my department but in the rivalry of the different divisions to manage projects/programmes without much collboration among technical secctions
ITC	My comments were affected by a recent restructuring.I have been officially moved to another department but have absolutely no contact with them. In reality I continue to do my old job with my old supervizor. He was not moved to the new department so I actually have "no boss". I find the situation quite "kafkaesque". It may well change in the future but at the moment it seems to be impossible to do the job well and I consider that the restructuring was extremely unconstructive.. even distructive (these comments are confidential as this situation is unique to me so please do not share them publicly)
ITC	n/a
ITC	Not giving the same right to temporary staff compared to fixed term staff in relation to annual leave (1.5 days/month vs 2.5 month) creates discrimination at work. Why such rule since most of the time temporary and fixed term staff are doing the same job with the same level of responsibility? There is no justification and it creates frustration.
ITC	Increased emphasis on "doing more work with less funding" is causing HUGE stress for staff at all levels.
ITC	Our Chief is a model. Our Director, less.
ITC	I have been in the UN system for many years and had always been proud that I worked for the UN even when I was in a very demanding job environment. However, ITC needs to get tough with holding accountable to managers who behave unprofessionally and abuse their positions by bullying their staff. Not sure how easy it is for the senior management to handle them as they have been in the same office for many years. My suggestion is to make it clear that as managers, they are reminded that not only their technical skills is considered important but also creating a harmonious working environment by respecting their staff is equally important. They have to respect the working hours and work life balance by planning ahead as this would motivate staff to give back a lot more to the organization. Thank you for doing the survey on this much needed area!

ITC	Harassment (including sexual harassment) is still treated too lightly. Hiring managers have too much freedom on the way they manage the HQ-based consultants they hired, going much farther than the legitimate room of flexibility. Manager have a total freedom regard the definition of consultants' tasks, salary scale, workload, working hours (including outside of the validity period of the contract) and affectation, with little or no effective control from HR (HR services often "do not want to know") nor serious, safe and effective possibility for the consultant to complain without damaging his employability. Furthermore, consultants' prerogative often overlap, practically, with Professional categories' activity, without having the same credentials, UMOJA access, salary grids or benefits. For instance, HQ based consultants are excluded (de jure or de facto) from every training programmes, possibility to attend language classes, or work-life balance arrangements. The above mentioned points create social tension, stress and really affect the work-life balance, career development, job satisfaction and overall pride of serving the UN that every consultants, especially junior consultants, should feel and preserve.
ITC	-
ITC	No comments.
ITC	I am very motivated to do a good job and I trust our senior management. But my supervisor, a middle manager, is repetitively abusing each and every staff in his Unit with endless anger, shouting and blames, and even much worse to short-term consultants in our Unit. He has a permanent contract, so he feels protected; and there is no example that any abusive manager has been held accountable. We need a direct channel to tell senior management of the repetitively abusive behaviours and we need see real examples that management takes it seriously.
ITC	Accountability and Value for money in UN are values which are not really implemented! Both management and staff operate mostly for their own interest and not really for the interest of those who need it the most: the poorest!
ITC	Unpaid internship are wrong, and are wrongly used as a path to get positions for the privileged few who can manage to work for free. Vacancies are very often already "reserved" for someone who is in actuality getting a promotion, causing a waste of resources with people applying and interviewing for a job that isn't truly available. ITC has not managed their restructuring well at all - we are losing many staff members and consultants with little to no notice and there is a great feeling of job insecurity which also breeds competition instead of collaboration. It also makes ITC more susceptible to responding to the needs of donors and catering to them instead of focusing on project aims. This creates stress in the office atmosphere.
ITC	I work in a Unit, located within a Section, which is located within a Division. I have answered the above questions with the following understanding: Department = Section; Supervisor = Head of the Unit; Department Leader = Section Chief; Department Director = Divisional Director; and Empowerment is subject to my Supervisor's discretion.
ITC	After 35 years of working for the UN, I have become disabused and fed-up with the culture (Blame, control/control/control/control compliance, compliance, compliance. ...too many "watch my back" senior managers... loosing sense of purpose and creating a chaotic bureaucratic non-sense). K. Annan had the courage to break the old patterns but a new culture was never built up. It needs again a "fil-conducteur"! Instead of investing 1B\$ into IT tool, the UN would have benefitted from investing into a new organizational culture and its staff for its future.
ITC	No doubt about my department's and UN's relevance. Efforts should be made in career development, especially for women and internal communications.

ITC	High performance delivered, increasing services years and loyalty, and you get in return 3 or 5 months contracts, even though recruited as fixed term on 1 year contract at least. Talented and relatively young people are leaving ITC one after the other because of the lack of perspectives and recognition. The system is cynical.
ITC	I believe the UN has an amazing mission but that lot of money is spoilt and that it could be much more efficient
ITC	Chiefs, Directors - P5, D1 and above are not accountable for any of their decisions or responsibilities.
ITC	- I have heard of harassment from an intern at the WHO by a male IT member over video link when she asked for help with her printer. she was too scared to report this and the bureaucracy involved made it too hard for her to.
JIU	It is a hypocrisy to try to appoint female senior officials as Executive Secretaries, if the candidates do not fulfill the qualifications to do the job and remain political appointees owing return of favours to their supporters..... and hiring new staff to serve their personal agendas
JIU	The specific situation of the JIU with lack of accountability from highest managers is unique. The high-level managers have no compact established (D2 levels with no superior line of reporting). There are no compacts defined.
KJSO, Kuwait	The worst thing is when the Head of Office thinks he is above everyone else, knows everything, does not listen to his employees, forces his opinion in a cunning way on supervisors of other units, when he never appreciates anything or anyone except when it suits his own benefits. When he never cares about promoting the hard working employees, but promotes some who do not deserve. Always talks about integrity, when it's obvious to everyone that he has none. When his staff hate to go to work because of the atmosphere he creates. When he insults thinking no one will be able to do anything. Some cannot because they don't want to loose their job.
KJSO, Kuwait	Career development, I donot believe there is any, specially for people in the field. The FCRB process, so long that S/Ms give up on applying again specially with no feed back on the results. S/M waits for years for a post to be advertised, sits for the exam, nothing happens and still the administration choses the earmarked person for the advertised job. So where is the transparency in here. How would people move and get mobility if they are stuck in one job without able to get any FCRB clearance. How can we expect a staff members sitting on his own post for many many years to sit for an exam which is very difficult, for what, to get clearance for his own grade. I would understand staff member sitting for an exam for a higher level but not for his own level. I donot see any fairness in this process and I believe this is killing the spirit of staff members.
KJSO, Kuwait	UN culture of Chronism is killing it. Normally, the right people are not selected. The current rostering of qualified candidates is a highway to nepotism, corruption, and chronism. Staff selection from the rosters is skewed to who knows who so qualified candidates who are not known to the hiring managers are normally left out frustrated.
MICT	United Nations is you and me we can achieve and we have achieved a secured working environment through proffesionalism, respect for diversity and intergrity. We are proud to express our interest freely and to represent UN everywhere. Proud to be UN Staff Member.
MICT	1. Climate condition at the new building affected most of us. 2. To purchase anything in MICT Arusha is a nightmare, the request has to be approved in The Hague and it takes a lot of time.
MICT	weather conditions in my office affects health and work.

MICT	Not all the staff are informed the arrival and departure of the Auditors, BOA and OIOS, in the duty station. Neither their name, contact detail and focal points are disclosed to the staff. No opportunity is given to the staff to share their views with the auditors in the duty station. No senior managers are based in Arusha. The support services are too bureaucratic and the work flow is mechanical. Lacks common sense in being practical.
MICT	The managers lack autonomy in making decision and lack knowledge in the required field. No welfare activities available. There is no cafeteria. The office compound covers enough free space and staff members are forced to park vehicles outside. The local transportation is poor and unsecured. Office premises is located 15-20 kilometer away from town. Security officers on duty are forced to come on shift by their own means. The public transportation are not reliable and secured. Newly recruited staff members have to find they own way to the office immediately after arrival. The medical facilities in town are not reliable and do not meet the standard of duty station B. The water is not safe to drink. The health center in the office is not fully equipment. A lot bureaucratic procedure in getting services. Since the office has moved to the new location, it has been difficult for staff members to manage work and home relationship. The flexible working arrangements is yet to implement in Arusha, while its been implemented in the Hague branch. The compound is not fully ready to occupy. The location is very windy and dusty. There is vary high risk of getting respiratory track problems by each of the staff members in long run. The court room is yet to be ready. The installations in the archive facility is a complete failure. The Archive team and the UN archival property are left behind in the place which is not secured by the UN security personnel. They might not be moving to the new location in near future. The responsible team members of the project have left Arusha. If the installations in the Archive facility was not of the specified quality, why was that accepted and installed ? What was the role of the coordinating team during their regular meetings on the progress evaluation ? Why the organization had to wait until the testing of the system to determine that the installations were not of recommended quality ? No proper information is disclosed. Who is accountable? Staff witnessed recently the arrival of containers. Why was the requirement not foreseen properly and incorporated in the building designing ?
MICT	As part of P staff in Finance, with IPSAS, Umoja implementation, the amount of work has been tremendous. There is no reward or recognition but only the potential downsizing...
MICT	IT is a big problem, preventing work from being done.
MICT	The biggest injustice at UN is the distinction between the GS and the Professional category, which leaves qualified, experienced people stuck at low levels, doing professional jobs due to the most bureaucratic restriction of 21st century. Time for a change!

<p>MICT</p>	<p>The UN remains relevant, but need higher accountability to be maintained. Job satisfaction - Arusha branch lacks proper authority. MICT is managed by ICTY from the Hague. Career development - if you are not someone who is favored by the management or spouse or fiancé of someone influence the office, there is less opportunity of career development. Quality of supervision - The office is silent. Leadership - One of the most discriminate leaderships, have ever seen in the UN offices. Ethics and organizational culture - A lot has to be done to improve the organizational culture. Empowerment - Zero, except for the fiancé, favored individuals and white. Internal communication - Very poor. Work-life balance - There is no provision for staff welfare. The office is moved to the new location which is about 20 KM from the town. Due to the poor traffic conditions, it takes hours driving to and from office. After around 1600 hrs the market almost gets closed. To maintain the daily life including shopping for daily consumption, visiting doctors, vehicle maintenance, etc staff members needs to take the day off. These things are not possible to do before or after the working hours. Arusha is also not a capital city and all the diplomatic corps are located in Dar. Unlike to other duty stations, even to apply for a personal visa staff members has to travel all the way about 800 km and spend couple of days, which is not practical. There are no staff welfare activities in Arusha branch. The new office premises even lacks the cafeteria. The space seems available but it is not operated. The nearest food stall is more than 5 km from the office premises. There is no space available for town hall meeting and staff get together. The public transportation is not reliable and not secured. New staffs have to find their own way to office from the next day of his arrival. Why can not the office facilitate pick up and drop off for a couple of days for the staff to understand the local security and traffic situation? There lacks equal opportunity of training between staff in Arusha and the Hague. Staff in the Hague were given higher priority in attending Umoja training to Geneva. The travel management system is too bureaucratic. In addition to the 16 days requirement of Umoja, the existing bureaucratic process of ICTY is still exist in MICT. The authority to purchase the tickets is provided only to the Hague based staff. Purchasing tickets in the Hague for the travel starting from Arusha can not be economical for the organization. In addition, in case of any deviation, the staff members have to pay extra in Euro which is expensive than purchasing the tickets locally in Arusha. Why should staff from Arusha purchase tickets from the Hague and pay in the Euro? Under the name of the relocation of the office in Arusha, many relevant/non-relevant (need investigation) staff from the Hague were given opportunity to visit Arusha. For the relocation itself the move was coordinated from the Hague while there was a full administrative team available in Arusha. There were staff from the Hague on mission for months for the move, while the move was planned to perform by a contractor, same time there were enough staff in Arusha branch who could supervise the move. This brings serious questions on the existence of the team in Arusha: Does the senior manager trust the Arusha Administrative team? Does the office need it? Until end of December 2016, the most discriminating area in MICT was the recruitment and promotion. There are cases where internal candidates of MICT were not selected just because of the color. There are several occasions where individuals for placement are identified before the job openings and some of them even do not meet minimum requirements. There are cases where the managers have made wrong recruitment decision and now the organization is no more lean and thin. There were a lot bias in using the lateral move authority given to the manager. Whenever there was possibility to move staff from ICTY, majority of the JO were used for lateral move using EOI. For the relocation of the organization, complete sets of new furniture were purchased. Was there any need to purchase a completely new furniture? No technical team or members were used in purchasing and selecting the furniture. The organization has spent unnecessarily extra fund. The furniture purchased to replace the existing are of inferior quality. This needs to be investigated. The medical facilities in town are poor in resources and quality. It is difficult to find specialist and required medicine, vaccinations in town. The organization's medical unit also lacks enough resources. The medical team in the Hague branch is controlling the purchasing for Arusha branch. The case in the Europe and Africa is not the same. It is too bureaucratic. Manager should not judge Arusha from the eyes based in the</p>
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	<p>Hague. Facilities available in Arusha are far lower than in the Hague. It can not be compared. Arusha is duty station B and the first three locations of the referral hospitals are duty station C (Moshi, Nairobi and Dar Es Salaam). And it is just because of the color that the Nurse based in the Hague is given higher decision making authority over the Senior Doctor based in Arusha. The poor accountability and lack of responsibility of a manager is seen in the new MICT Office buildings. The buildings were not yet ready and staffs were moved into it. The GA is reported as if the buildings were completed. None of the three buildings are fully completed and ready to use. Neither the space planned is enough to accommodate all the staffs. There are plenty of faults in the building. The designing of the building is not suitable for the location. There lacks supervision in construction. The tiles on the wall have started falling and the tiles on the floor have started breaking. The ceiling panels are falling. Staff members are suffered from the wind, dust and sunlight creating serious health hazard to the staff in long run. No protection measures are available. The place is quite windy and dusty. There are no actions taken to protect the UN staff, UN equipment and documents from the dust. The court room is still not completed. The installations are faulty. The archive building also is not yet completed. The environmental control system and the fire protection system are completely failed, which is not yet disclosed. Who is accountable for this loss for the organization? Where was the team that recommended the specification? Where was the team who coordinated the installation? Why the equipment received were not inspected before the installation? Why the quality of the received goods were not checked against the specification? There is also a discrimination in allocating the office spaces. No uniform approached was used.</p>
MICT	<p>My department is not free from harassment. Some staff members donnot communicate professionally/respectfully to those staff whom they look down upon. Disciplinary measures to such staff who harass and bully other staff are not effectively employed even though these bullies are well known within the department and larger office. The bullies are left unpunished without reprimand because they are protected by some senior staff in the system who have protected them over the years. These “bullies” continuously intimidate, gossip about other staff and communicate using harsh words to fellow colleagues because they feel that nothing will be done to them.... This practice of impunity has led to an unpleasant work atmosphere where the bullies continue to bully and are never reprimanded or cautioned against this kind of behaviour.</p>

MICT	<p>Problems in Arusha</p> <ul style="list-style-type: none"> • Conditions that negatively affect health and productive work. § Dusty conditions since area has loose top soil due to soil erosion which results in frequent dust storms after long dry spells. § Intolerable heat on the left side of the building • Blinds and fans are unavailable, the only protection from the heat are curtains HUNG on the windows. • Noisy and intrusive construction and repairs are ongoing. § Indefinite delays in procurement (for the processing of records) of • Masks • Disposable Gloves • Brushes • Feathers • Cotton cloth • Laundry services for white dust coats. § The Office is built with fragile material, compounded by strong winds that cause the entire ceiling to vibrate (lack of research into climatic conditions) which can cause parts of the ceiling to collapse. On the 21st of February all staff noticed that parts of the ceiling in one of the offices, occupied by the chief of investigation, had given way and if the person was present would have resulted in grave injury. • Movement of records to the archive building suspended, at least to the end of the year, due to lack of research into climatic conditions, hence the failure of environmental controls for preservation of evidentiary and archival material. Additionally the space allocated for inactive archives far exceeds the space for active archives and evidentiary material. • Inappropriate selection of water mist system for fire suppression. The risk of damage to the records is unnecessarily high, in the worst case scenario being a burst of a water pipe, when there are more viable options. • Continuous efforts to centralize all the IT in the organs of the MICT to The Hague branch without taking into consideration confidentiality policies in place which can have serious legal implications § Administrators, who are headed by ICTY staff at the Hague branch, not MICT, have already assumed control of all the organs by creating one network. Attempts are being made to force the IT staff (in the organ(s)) to hand over control to ICTY staff at the Hague branch in their absence. This is despite there being an existing structure and already occupied MICT posts already in place with corresponding job descriptions for the same. § The Lotus administrator is based in The Hague so if a user(s) forgets their password it takes almost an entire day to resolve because of the time difference between the two locations. • Continuous efforts to centralize evidentiary material and archives without appropriate consideration to § The maintenance of chain of custody for evidentiary material, especially seized material. § Importance of maintaining active records within the organ(s) for ongoing cases.
MICT	As a staff member in the General Services category, although I've proven myself an asset to the organisation, there is no mechanism to move into the Professional category without the need to resign prior to applying for a P position. I think the UN should review the current policy as I'm sure there are staff with education and experience who would do well in professional positions.
MICT	nice to work in UN
MICT	The believe that the UN is reliant now more than ever before in our human history. We need to double our effort to ensure that we meet the great expectations and challenges of our time. Refugees, War, Injustices, and our environment (climate change). But, I believe the UN is a great place to Start.
MICT	Senior management in the MICT has not stepped up to provide good leadership and the coherence and communication between the two branches has been less than ideal in the past few years. Hopefully this will improve with the arrival of the new Registrar.
MICT	I would be happy to tell people that I am the UN, and not "I believe that I am the UN" as more than once, HQ denied International Tribunals staff to get permanent contract despite years of commitment to the mandate and dedication to the work. Proud to have worked for the ICTY...
MICT	Everyone would be even happier if lessons are learnt from the disaster that was/is Umoja and corrections in project management practices are made accordingly

MICT	Implementing a 360 degree review for middle and upper management will provide a forum for discussing some of the underlying causes of these issues (particularly low morale caused by poor management).
MICT	After 18 years of service in the UN I feel that each and every day I am being asked to do more and more for less remuneration. I have a family and 2 children to raise in a difficult environment where I have to be separated from them. As a HIV positive employee I feel totally unsupported by the organisation in terms of getting medications which are not available locally. My salary continues to diminish in a world where economic outlooks are bleak. The UN can never attract the best and brightest if they don't pay their employees a decent wage and not remove benefit after benefit. The UNJSPF can not be privatised and this is another reason morale is low.
MICT	I am happy with my job
MICT	unmict security has a brilliant culture during the induction period which makes it so easy to blend in.
MICT	The reason why I strongly disagree with above questions are for the following reasons: I have been working for the United nations for almost 17 years, and during that period, I could not make one single long term plan as every year was suppose to be the last one until I get an extension in the last minute. I was eligible for a permanent contract back in 2009 and I was not given this right. I feel ashamed stating that I work for an Organisation that is allegedly defending human rights and integrity, while us Staff members are being prevented from our basic rights. I would urge our new Secretary General to deal with our matter with fairness. Thank you, Marc Chouair Index Number 269595
MICT	1) MICT is moved to a new location out of Arusha. The location is windy and dusty, affected by volcanic sand-storm. The buildings do not have enough control measures to protect the dust entering to the office rooms. This is a big health concerns among the staff members. Management is aware of this situation but no action has yet been taken or communicated to the staff members. 2) Management of MICT was/is dominated by the ICTY management. The decision making authority for MICT is still with ICTY staff members who are based in the Hague, who don't realize the challenges that the staff members are facing in Arusha. 3) The public transportation is very poor and not reliable in Arusha but the Hague based management has withdrawn the transport facilities which used to be extended to the staff members in case of emergency and during night, with liberty. While the same facilities is extended only to the VVIPs. 4) The administrative support services in MICT Arusha is quite poor. It takes months before making a single decision, specially in purchasing petty things for organizational use. It is highly impacted by the bureaucratic procedures implemented by the management based in different continent. 4) There is no staff welfare. Lack of training for staff. Only those who have access in the budget who are closed to the ICTY management are getting the opportunities. This lacks motivation to others. 5) The recruitment process seems not fair as expected. There are over staffing in some of the offices to accommodate downsized staff of ICTY. 6) Internal candidates were not given opportunity for promotions and mobility. 7) There is lack of trust and discrimination. For example, the nurse in the Hague is given higher authority than the Doctor based in Arusha Branch. 8) Travel is only managed from the Hague branch. While the cost of purchasing ticket can be cheaper for the organization if purchased in Arusha. Similarly, for any deviation if staff members also have to pay higher differences. Which is unfair.
MICT	Working conditions in Arusha are not reflected fairly in the classification of the duty station, much harsh environment we live in Arusha in terms of health facilities specially for families with young kids

MICT	I want to make it clear that all my section A answers and the reference to "my department" strictly refer to the section I work in (which is one of many in the MICT's Administrative organ), "leader" to the head/chief of the section, and by no means to the MICT as an organisation. The organisation itself could definitely improve by holding senior management of all its organs accountable for blatant mistakes and poor performances, stressed out employees, etc. Overall, I would only suggest one thing be enforced on the level of my organisation: flexi work time for all and not just staff with dependables (which is the only justification seemingly acceptable in practice).
MICT	The UN has made great efforts to emphasise the importance of ethics and integrity in recent years. Two continuing challenges, however, are how to ensure that there are adequate mechanisms to hold even the most senior leaders and officials, including those who may fall outside of staff rules and regulations, accountable for unethical behaviour and to adequately protect whistle-blowers.
MINURSO, Western Sahara	I happy to work with UN
MINURSO, Western Sahara	The working atmosphere is very disappointing and demotivating due to frequent and annual staffing review and cuts in posts. There is no job security even for those who have continuing contract with the UN. Most of the staff feels that they are under dismissal threat and hence perform their assigned duties with no motivation or willing to creativity. The UN values of considering its staff in humanitarian way does not exist anymore. The organization has become as similar as other profit firms without giving due consideration to the staff especially those under FS and GL levels.
MINURSO, Western Sahara	My pride is I am a peacekeeper.
MINUSCA, C.A.R.	MINUSCA is a low-priority, under-resourced, dysfunctional mission and my section's leadership is lovely and nice, but hopelessly weak and unprofessional.
MINUSCA, C.A.R.	You learn something new everyday under the leadership of Mr. Gerald Buckley and his team. A life time training are offered and its open to all.
MINUSCA, C.A.R.	I am very disappointed with the manner by which steps are assigned to returning staff members, ie, I was given a step much lower than my previous one. The RSCE is such a nightmare to deal with. That service should be abolished and their work returned to the respective offices in the missions. I am also wasting my time dealing with Umoja which is a nightmare. Most of the work done by staff in Umoja are the job of HR.
MINUSCA, C.A.R.	Indeed the UN remains relevant. However there is an urgent need for strong reforms to adapt and adjust the UN to the changing world dynamics and the needs of contemporary world
MINUSCA, C.A.R.	I personally feel the Department of peacekeeping has been losing its effectiveness in the last 10 years, integrating a number of functions and roles which would be better served by other UN entities such as UNDP or other more politically oriented entities. Peace keeping should be a more robust "force", effectively enabled by the organization in the specific field of order and peace restoration, closer to the populations and area of operations we are deployed into. In too many war torn or so-called post conflict regions, showing the UN flag is no longer sufficient. Finally and probably part of the lack of real effectiveness of the organization, is its "need" to create or re-invent "hot water". Too many proven and well established "off-the-shelf" systems and management or Logistic programs are ignored and large budget slices are invested to create or re-create programs and systems that have existed for 10 to 50 years and have been proven to be

	excellent. Two samples: the NATO logistics management system based on NATO stock numbers for the management of assets, parts and components and the Management of Air transportation for travelers, goods and cargo.
MINUSCA, C.A.R.	UN gave the opportunity to contribute in promotion of peace in a high tense area as my wished.
MINUSCA, C.A.R.	Many of us joined UN with B.A or Masters .However , at that time there were no advertisements for the posts in UN , so we would just send a P-11 to the HR . We would be given FS posts which we had no idea of the meaning or of the existence of the P levels. I think this is the unfair situation which should be corrected by the UN. In addition, with our experience and educational background we are often under supervision of the person with less knowledge experience and educational background . There is zero motivation in that .Somehow this person got cleared for the higher posts than ours. I was a witness of people doing tests for others or getting questions on the test from the other Missions. The clearance of these people is very questionable. Many got cleared for several positions at the very start of the clearance when the questions were extremely easy . This is a very sad situation which I am not sure it can be corrected now that many got cleared for the positions they have no clue about it while the others who are very successful in their jobs can not get clearance for the post or for the higher posts due to very difficult questions within extremely limited time. I believe the reason is that there are so many already cleared that now tests became extremely difficult so those who should be cleared (as they know the job and are working on that post for years) can not . Regards.
MINUSCA, C.A.R.	As a young staff member, one can easily loose belief in the organization. But believing in the values and mission of the United Nations, keeps the motivation high.
MINUSCA, C.A.R.	Chiefs of sections should be allowed to recruit candidates with the required qualifications and competencies to work with without any external interference
MINUSCA, C.A.R.	Thanks
MINUSCA, C.A.R.	I would like to request a open eyes for DPKO , especially for the staffs who working on the fields.
MINUSCA, C.A.R.	Not this time around
MINUSCA, C.A.R.	No additional comments
MINUSCA, C.A.R.	UN is so far so good
MINUSCA, C.A.R.	If there wouldn't be so much politic games, than we would get the right people for the right job
MINUSCA, C.A.R.	UN is a wonderful serving organization which has its peculiar internal problems in the range of difficult mind shift and Manager's accountability is questionable.
MINUSCA, C.A.R.	What is career development??? If you do not have networking you will not have career!!!
MINUSCA, C.A.R.	n/a
MINUSCA, C.A.R.	It is necessary to reduce the bureaucracy It is necessary to eliminate peronnel who has accomodated his post and does not work and in addition does not have an exemplary behavior with their colleagues. In all levels. It is necessary to renew the spirit of UN, it has the risk of

	becoming an inefficient and corrupt organization.
MINUSCA, C.A.R.	N/A
MINUSCA, C.A.R.	1. The management does not respect the HR, Finance and Procurement rules and regulations with tendency to breach when opportunity arises. 2. Mismanagement and wrong support strategies resulting in waste of funds and disruption of support services. 3. Frequent use of abusive language, intimidation, blackening and promoting hostile work environment.
MINUSCA, C.A.R.	The most demotivation factor to a lot of staff members in the UN is promotion for GS/FS staff to Professional level. GA have been a scapegoat for Senior Manager not promoting the existing work force, would rather hire a fresh graduates who have no ABC of the organization. This rule needs to be looked upon in order to at least encourage the GS/FS staff who do most of the work. The G to P exams is not realistic either.
MINUSCA, C.A.R.	NA
MINUSCA, C.A.R.	The Head of Mission in MINUSCA is a model for UN leadership and due to this, the organizational culture is based on respectful and transparent interaction. Not everyone chooses to follow his lead, it must be acknowledged.
MINUSCA, C.A.R.	I am proud to work for UN
MINUSCA, C.A.R.	I have a problem with the FCRB. Many competent people can not have a fix term contract because of the FCRB assessment. In my opinion this test have to change. Why after the FCRB test we have to wait 6 months before the result come out? The recruitment process have to be improve.
MINUSCA, C.A.R.	I have tried to empower gender balance in my section especially in accordance to Field Support Update and commitment of the SG's commitment to achieve gender parity. However I have been stopped with women employment because of candidates with continuous contract from downsized mission. Continuous contract is not qualification and I have to put down good and highly professional female candidate because of someone having continuous contract.
MINUSCA, C.A.R.	The United Nations recruitment and clearances system have to be change as it's not work efficiently and is more corrupt than ever, also the corruptions on recruitments starting at high senior managements as the friend ship is predominant and play the most important roll, it's who you know at the right time in the right place it is working like a mafia. mostly of the clear staff they are not qualified reason been that during the clearance test others do the exam for them and they will be clear. in my opinion this system have to be abolish and introduce the entrance exam in person if you pass you are clear if you don't pass sorry for you, that was like that in earliest days of the FSO's era that you have to be qualified for the job other wise forget you will not be there. I hope that my opinion will be taken in to consideration as my self being in the system for 27 years and seen what is happen now which I don't like at all, and the quality of staff that been recruit lately are not good at all just because the clearance and recruitment is to corrupted.
MINUSCA, C.A.R.	RAS
MINUSCA, C.A.R.	There is room to improve on measuring accountability for both staff and leaders. I sometimes feel/notice that some staff members take advantage of the system and managers seem helpless to take disciplinary action. Conclusively, lots of stock taking of both assets and actions is important.
MINUSCA, C.A.R.	In my department, there s a prevailing air of fear, intimidation and bullying by the top management level. Rules and regulations on recruitment are blatantly violated to for them to put

	their people in the posts, hence they resort to "TJOs" for posts which have hundreds of qualified FCRB rostered candidates. Promotions are given on TJOs as well to "reward" loyalties.
MINUSCA, C.A.R.	UN Recruitment to be improved and must be transparent to all.
MINUSCA, C.A.R.	NA
MINUSCA, C.A.R.	I think that UN is not doing enough in regard to the policy of HOW TO STAY in conflict zones (as opposite to the former policy of WHEN TO LEAVE). Compound and Offices are must be built MOSS COMPLIANCE from the beginning to ensure that all Security Prevention and Mitigation Measures are in place before being occupied by UN Staff.
MINUSCA, C.A.R.	Il y a trop de burecratie et procedures inutile qui font que nous n'arrivons pas a satisfaire les besons des pays que nous sommes sencees aider. Les nations unies restent une tres Lourdes machine et il y a trop de lenteur au sein des unitees d'appui envers les unites substantives. ce qui fait que l'impact de notre mamndat est mediocre.
MINUSCA, C.A.R.	I believe that the UN needs to do more in terms of relationship with supervisors on how to treat those working with them. A lot lack managerial skills.
MINUSCA, C.A.R.	The UN organization reputation today is going down, due to the management style or certain managers/directors that are more managing based on friendship than competency
MINUSCA, C.A.R.	Mission management should be evaluated on staff satisfaction in addition to other criteria. Management should be held more/ personally accountable for abuse of office or financial loss to the Organisation.
MINUSCA, C.A.R.	The working environment is MINUSCA is not healthy. Staff are constantly demotivated by Senior management. There is discrimination against race and gender. The recruitment procedures in MINUSCA are manipulated. People are recruited against TJO posts. These TJO process is used to by-pass recruiting people from the roster and recruit pre-determined candidates. Senior management are bad example to their subordinates. They do not have good working relationship with each other. How is the mission going to bring peace to the country when it does not have peace internally.
MINUSCA, C.A.R.	Since the very first days I joined this Mission , I have observed the conflicts among the senior management which impact dramatically to staff at all levels. The senior management has reached to the point of abusing power to hamper the work of their targeted and victimize the staff under the sections whom they categorize not part of their group. Nepotism and favoritism have been practiced especially through the recruitment. TJO are used as one of the means to undermine the rights of established rostered candidates as well as by pass the authority of relevant section chiefs. Predetermined candidates are made before the announcement of the TJO. Audit of recruitments in this mission should be launched to reveal the proof of this issue. Bias and prejudice are prevailed.
MINUSCA, C.A.R.	I wish that retirement age should be reviewed and not obligatory from 65, voluntary options could be introduced from the age of 55. I feel some of us will like to spend some more time with our families before we get very weak and yet benefit from the full pension package. Thanks in advance wishing our new Secretary-General the best.
MINUSCA, C.A.R.	The UN system is still much personality driven rather than systematic driven. If the wrong personalities (leadership) are in the driver seat big accidents can happen. There are still too much P5s and D1's who lack UN experience and therefore screw up and embarrass the UN.

MINUSMA, Mali	The Organization is not healthy anymore! The principals of UN used for declarations ...no actions to respect them as the personal agendas and interests to serve and/or satisfy the particular UN Member States interests of the UN and Mission's top management dominated over the actions required to guard the best interest of the Organization declared in UN Charter!
MINUSMA, Mali	The UN has good systems in place but ,leadership has failed the organisation from realising the expectations of member state.The inefficiency and ineffectiveness is by and large attributed to the calibre of personnel/staff attributed to a manipulated recruitment process that does not fully recognise meritocracy,the rostering system is now a tool for preventing qualified staff members from applying for positions unless one is rostered and has connection.
MINUSMA, Mali	Je pense en toute sincerite que ma contribution aux accomplissements des operations de la mission sur le terrain ne sont pas reconnus par mes superieurs hiearchiques. J'ai toujours ete mal compris par mon Chef de Section parce que je mets toujours les interets de la mission au devant de toute consideration et particulierement en voulant respecter et faire respecter les regles et reglements des Nations Unies. Pire je me suis fait travailler en dessous des personnes non seulement moins gradees que moi mais n'ayant pas mon niveau d'expertise et d'experience professionnelle. Ce qui a coup sur a un impact negative sur la bonne marche de mes activites. En effet, je me sens toujours frustre lorsqu'une decision me concernant vient de mon Chef de Section. De maniere radicale je dois dire que je suis actuellement victime du racisme voire de " l'apartheid " au sein de ma section. Malheureusement je ne suis pas le seul staff a souffrire de ce mal qui gangrene notre Section depuis maintenant 3 ans. L'organisation doit trouver les moins de faire changer le leadership des sections aumoins tous les trois ans car ne pas punir certaines mascarades c'est permettre a la gangrene de se perpetuer et le vrai perdant est toujours l'organisation.
MINUSMA, Mali	I strongly believe that the bigger problem MINUSMA has, is the senior Management. They are not at the level a huge Miasion like this needs. Another critical failure was the Mission concept. The Mission should be started with one Strong Engineering Section, reinforced with several competent Engineering batallons. Instead we had a week ES, very poorly staffed.
MINUSMA, Mali	NIL
MINUSMA, Mali	I am really Proud of Section Chief Johannes Dreyer and my Supervisor Marina SAJKOVIC. DAOUDA BERTHE
MINUSMA, Mali	Les fonctionnaires en poste dans les régions sensibles seraient davantage efficaces si leur bien-être venait à connaître une amélioration.
MINUSMA, Mali	N/a
MINUSMA, Mali	More possibility of mobility is needed.
MINUSMA, Mali	Equality - Transparency - Sound Judgement.
MINUSMA, Mali	I am proud to work in the UN system especially in SSR DDR section because of their mandate and our leadership management.
MINUSMA, Mali	I hope to see one day where a staff is promoted based on merit. Some staff members are working all their life in duty stations of category D and E, which negatively impacted their family life and resulted in family break-downs. HR resources should consult the file of the staff and not only the supervisors or the directors. Where is transparency? Decision makers are using their position to benefit only those who are close to them for one reason or the other.

MINUSMA, Mali	management needs to work more on transparency, equality beyond race, acknowledge SM for good performance at work not for what they do for the supervisor on personal level. more recognition and real leader that can take SM over with the growth of the organization
MINUSMA, Mali	Not sure about how supervisor got their post, diploma is correct but not in all field of work and performance should be evaluate to supervisor before having there fix term contract.
MINUSMA, Mali	When recruiting the candidate, i.e. most likely technical staff in engineering section. Management should take note on the candidate work experience and qualification on FS staff, and at least recruit adequate FS Technician for the mission to provide the quality service to the client, currently the mission failing to get FS staff rater then Professional (P) grade mostly desk officer.
MINUSMA, Mali	The good far outweighs the bad. I still believe the UN is a great employer, and that worldwide its is playing a very important role...
MINUSMA, Mali	In my mission MINUSMA your race and color of the skin is what is the driver for recognition and appreciation for the work you are required and not the content of your character and experience. There is a total divide along ethnic lines as if we are not working for the peace of Mali and back in the sixties where racial segregation was the norm. This should not be allowed to foster any longer in the mission and the greater UN body.
MINUSMA, Mali	N/A
MINUSMA, Mali	Abuses continue to be underreported due to fear for retaliation
MINUSMA, Mali	none
MINUSMA, Mali	We do not receive any support from the leadership in our carrier development. There are many of us who remain at the same grade/level in spite of our outstanding performance which is reflected in our annual performance reports. We are hardworking, experienced and skilled personnel that are left behind. Instead, we see the same people are promoted or new staff are recruited without any experience in UN . Needless to say that this is very demotivating and frustrating.
MINUSMA, Mali	I believe we do need a more stronger and consistent leadership, one that can serve all regardless from, gender, colour and backgrounds
MINUSMA, Mali	There should be a development on communication, bottom to ptop, townhall, way messages are communicated (if they are). and a specific gender portion more specifically on woman in the field.
MINUSMA, Mali	Dans l'attribution de bureau, il faut que cela se fasse de facon impartiale pour le personnel national ou non national. Pour atteindre les objectifs recherches il faut que tout le monde soit traite de facon equitable. Le niveau de salaire doit etre le standard des nations unies.
MINUSMA, Mali	Keeping centralized control of services such as HR and CITS in RSCE, Brindisi and Valencia without the best best customer support, it's ridiculous. Just to get UMOJA approval takes a month and getting response for eBilling from Brindisi takes two months. Centralize services will fail if you do not have excellent people to work. Saving money without service quality is really useless. Better to use distributed control of service.
MINUSMA, Mali	Internal management issues need to be addressed within the Mission
MINUSMA, Mali	Human Resources should be more staff oriented.

MINUSMA, Mali	Unfortunately, very little chances are given to people to grow. Also, there are unfair decision on training and responsibility in the projects. They are selected based on nationalities and personal friendship without evaluating capacity, skills. There is no mentoring and coaching to let people grow and improve the careers. In my 10 years in DPKO, I have found only one chief that she was able to give all those to her staffs while the others works in unfairly manner.
MINUSMA, Mali	NA
MINUSTAH, Haiti	I wish more is done by Human Resources in the career development area (both in Missions and UNHQ FPD/OHRM) as currently nobody ever reaches out to staff in terms of advising on the course of action should mission downsize/close and what attempts are being made to at least try and accommodate international staff members' reassignments (those with FCRB clearance).
MINUSTAH, Haiti	None at this time
MINUSTAH, Haiti	HR and management simply does not care about staff. Any initiative is killed at the start and it is clear that fear rules the work environment
MINUSTAH, Haiti	L'Organisation ne fait pas bon usage des anciens qui ont plus de trente ans dans le systeme. Les anciens deviennent comme un fardeau dont l'organisation cherche et n'arrive pas a se debarrasser d'eux. Par contre les GS-4 & 5 staff members du siege ont la possibilite d'aller sur le terrain a FSL-6 (sans connaitre le travail) pour preparer leur retraite et avoir une bonne pension de retraite. Alors que ceux qui sont sur le terrain a FSL-5 n'ont pas cette facilite d'avoir le FSL-6. Souvent l'organisation n'a aucune consideration pour l'anciennete. Comment se fait-il qu'un staff qui a passé plus de 30 ans a servir durement l'Organisation peut sauter au meme niveau qu'un jeune de 30 ans. Avant les anciens souffraient pour avoir leur FSL-5 après plusieurs annees de bons services alors que les jeunes sont fraîchement recrutes a ce meme niveau, sans avoir a souffrir. On leur donne tout sans qu'ils aient a souffrir, tout est pret pour eux et a leur faveur.
MINUSTAH, Haiti	N/A
MINUSTAH, Haiti	Transportation is a big issue and it affects a lot of people in my Section and it should be looked into.
MINUSTAH, Haiti	The UN human resource system needs massive reform at the absolute first priority.
MINUSTAH, Haiti	On the points that I disagree, this is as a result of an observation on one staff in the Section, not on the Section in general.
MINUSTAH, Haiti	Nothing to add.
MINUSTAH, Haiti	Just to request to put emphasis on staff career development as it's a shame to quick highly experienced staff away during the downsize processes where it's always to accommodate them in other UN peacekeeping/peace-building missions or other UN Entities. In that case, the mobility exercise procedures and policy which excludes the inclusion of staff in the UN Missions in downsizing processed should be rapidly reviewed accordingly.
MINUSTAH, Haiti	NTR
MINUSTAH, Haiti	A lot to improve as the biggest organization in the world !
MINUSTAH, Haiti	There is need to have unity in compensation between peace-keeping and other UN Agencies. R&R is almost useless in peace-keeping if one cannot afford to buy an air ticket or have money to spend in an approved R&R town in a country next door or not even get on the limited helicopter

	to go for R&R.
MINUSTAH, Haiti	I hope the new SG will revamp the whole system because I feel the system is full of corrupt and incapable officials.
MINUSTAH, Haiti	No further comments.
MINUSTAH, Haiti	I am lucky to work in a very professional section, but it is sometimes complicated to work with people from other sections due to very low professionalism over the mission. I am new to the UN and a bit surprised how things are managed.
MINUSTAH, Haiti	Unfortunately, HR who is supposed to take care of employees does everything in their power to tell people clearly how they can't do anything. From mission level up to FPD.
MINUSTAH, Haiti	Kindly note that all the negative comments above are specifically written due to bad managerial skills in the office of the Police Commissioner. No ethics, no respect for diversity, comments that are not fit to work in the UN are coming out of the Police Commissioner, I am in communication with CDU of MINUSTAH on this subject.
MINUSTAH, Haiti	It happens that supervisors are behaving like despots; only those who are in their circle are supported the others that are harassed and to they do not even hesitate to tells / write lies to "substantiate their negative intention.
MONUSCO, D.R. of the Congo	We need to sort out the terrible administration. UMOJA is so inflexible/difficult to get right for the average employee. It is rare to find a real person to whom one can talk about administration ...there are no lists of contacts published for the Mission/RSCE, and most emails are "do not reply" or have no telephone number appended. Too much time is wasted on basic administration. HR is not much better - again it can be very difficult to find the right person or response. I would like to spend less time, and emotional energy, on admin, and more on my substantive role.
MONUSCO, D.R. of the Congo	The performance of the supervisors at all levels should be closely monitored in order to comply with the core values of UN and the achievements of the mandate.
MONUSCO, D.R. of the Congo	Staff Satisfaction survey should be carried out annually
MONUSCO, D.R. of the Congo	UN lacks in holding people accountable for there work. There is overprotection of the non-performing staff.
MONUSCO, D.R. of the Congo	My choices are broadly positive but I believe that you are not asking all the questions you could. There are a lot of negatives here, just not necessarily in my department.
MONUSCO, D.R. of the Congo	Promotion from one grade to the next takes for ever and is not clear (opaque). Vacancies rarely filled with serving staff despite being more qualified and experienced.
MONUSCO, D.R. of the Congo	n/a
MONUSCO, D.R. of the Congo	To Improve on training.
MONUSCO, D.R. of the Congo	The UN has done a good job and should keep it .

MONUSCO, D.R. of the Congo	DPKO does not care about the welfare of their staff and do not reward hardworking loyal staff but are quick to 'punish' and 'investigate' staff creating fear and discontent in a very undemocratic way. Staff who are part of a 'click' get preferences and get rewarding positions and promotions and discrimination against women is widespread when it comes to promotional positions.
MONUSCO, D.R. of the Congo	The questions asked in these sorts of questionnaire are really far too rigid and generalised. For instance, I work in a field office, answerable to the Head of Office, but also the supervisors of my section at the field level, and ultimately also the Director of my Department in the capital city. In this case, does your question regarding my 'department' relate to the Field Office, my Section at field level, or the actual Department at central level. When questions are asked about the leadership of my 'Department', which of these three levels of leadership do I provide answers on? And then there is the fact that the former Head of Office left a few months back and we now have a new Head of Office. Your format doesn't allow for these realities. The last Head of Office was absolutely awful, while the new one is very good. Which one do I refer to in my answers? This is very frustrating.
MONUSCO, D.R. of the Congo	Much as am proud to be employee of the UN and recommend anyone, UN has No policy on internal promotions and one can work for 10 years without gaining managerial experience because he/she is under general service. The system is so rigid that one at GS 3 cannot apply for position in GS 5 or GS 6, even when he/she possesses the required knowledge and skill set.
MONUSCO, D.R. of the Congo	The post adjustment in Entebbe is very low and it becomes difficult to maintain the high standard of living and saving money at the same time. Lack of savings results in financial insecurity for the staff. In turn, there is high turnover of the staff and talent retention is very difficult.
MONUSCO, D.R. of the Congo	Working for our Organization is indeed an honor and dare I say privilege, however psychologically very harmful to us the employees as there are never-ending staffing reviews, budget cuts and eventual threats of contract terminations. Coupled to this the hardships of mission life and we have a recipe for psychological breakdown. It is time to treat employees working the fields with respect and dignity and not mere pawns to make senior- and executive management performances look good.
MONUSCO, D.R. of the Congo	Training on client orientation would be useful for supervisors/managers/leaders as well as staff in general. Fortunately I work in Section where communication is open and horizontal/vertical. But the organization in general needs to emphasize on client orientation related matters to all of us.
MONUSCO, D.R. of the Congo	We have the best rules and regulations that cover all , what is needed more is accountability , and a strong BOI .
MONUSCO, D.R. of the Congo	More training should be offered to staff in my department.
MONUSCO, D.R. of the Congo	UN requires a significant reorganization with the focus for improvement on selection and appointment of staff at all levels UN PKO missions can be much more cost effective and have better achievements with less staff. The promotion of staff inside the mission should be possible to maintain a continuation of activities and improve the staff morale.
MONUSCO, D.R. of the Congo	Apart from good leadership, there should be mobility for National staff for International positions.
MONUSCO, D.R. of the Congo	None

MONUSCO, D.R. of the Congo	N/A
MONUSCO, D.R. of the Congo	UN to work for the rights of the SMs. Not to work in order to cut their benefits, entitlements and wings.
MONUSCO, D.R. of the Congo	My FRO does not respect me and always intimidating me. Thanks
MONUSCO, D.R. of the Congo	I would like to say more training for employees. This would help us do our jobs better.
MONUSCO, D.R. of the Congo	Not Enough Generic Opening for FCRB Clearance so its gets difficult to move to other missions.
MONUSCO, D.R. of the Congo	There are many mandatory courses one has to do in the UN, however I do not see the point when harassment, abuse of power, authority and favoritism still prevail. It's not how good you perform your job but who you know and socialize with that matter.
MONUSCO, D.R. of the Congo	Nearly 20 years of service with DPKO and it's bad to worse! DFS is 'killing' us and our Human Resources system is a disaster. Objective for many of us with so many years of continuing service is how to get our posts abolished and walk out with the separation package. Its unfortunate because it used to be fun to work for this great organisation. Thanks
MONUSCO, D.R. of the Congo	N/A
MONUSCO, D.R. of the Congo	Well the Section leadership is excellent but the unit leadership might not be really aligned with clear responsibilities of ones job as the section leadership perceives.
MONUSCO, D.R. of the Congo	Staff recruitment and promotion procedures need to be left with HR professionals or independent professional firms not the hiring managers who on several occasions have abused this privilege and used it to intimidate staff members. Although harassment is not open, there is a lot of covert harassment from the senior leadership particularly at service chiefs, DMS and DDMS levels. DFS needs to develop a culture of professional engagement, not issuing directives and threatening reprimand.
MONUSCO, D.R. of the Congo	no comment
MONUSCO, D.R. of the Congo	No additional comment.
MONUSCO, D.R. of the Congo	Operations manager did not define clearly the roles and accountability of each team leaders which resulted in overlapping of responsibilities and confusion to the team members. One unit ends up working more to compensate for the under performing unit.
MONUSCO, D.R. of the Congo	No comment
MONUSCO, D.R. of the Congo	There are far too many decision makers. Usually one decision maker's priority is not a priority to another!
MONUSCO, D.R. of the Congo	n/a

MONUSCO, D.R. of the Congo	Some of my Departments decisions are driven by budget cuts and do not consider negative impact on staff members.
MONUSCO, D.R. of the Congo	NIL
MONUSCO, D.R. of the Congo	Whether it serves the purpose or not, this is the first time I have seen this kind of survey and thank you for this. In order to elaborate more on the negative responses, the questions would have been specific. Thank you
MONUSCO, D.R. of the Congo	There is overall a lot of nepotism in UN. Hiring managers hire their old friends or friends of their friends. Merit does not exists at all.
MONUSCO, D.R. of the Congo	My department is tagged as the worse department in the mission, one has to bootlick some officers to get promoted. It sad very sad indeed. Only certain group of people get mobility. And about the written exams, it is all rubbish, they do it for formality sake but they always have their candidates to select and never consider those who work in the section for a very long time. Infact the old staff are considered as inept. There is serious discrimination in the unit. I remembered when a colleague complained and the poor guy was told that a P3 salary is a lot of money for an African, those who moved on are those who know how to "network" very well both in cash and kind. Nobody cares, I hope by this survey you guys will focus seriously on this mission. many people are afraid to complain fearing that their contract will not be renewed as a lot of us have responsibilities in the family and our community. Job advancement here is on the basis of who you know.
MONUSCO, D.R. of the Congo	none
MONUSCO, D.R. of the Congo	n/a
MONUSCO, D.R. of the Congo	a
MONUSCO, D.R. of the Congo	I believe one major issue within my department is retention/promotion of skilled professionals and dismissal of under-performing individuals.
MONUSCO, D.R. of the Congo	FCRB exercise should be done again to allow us get clearance and then to apply for a higher post.
MONUSCO, D.R. of the Congo	NSTR
MONUSCO, D.R. of the Congo	Many people are stuck in their career development as promotions go to good talkers and friends of Management.
MONUSCO, D.R. of the Congo	I'm a female staff member in MONUSCO I have been harassed by a local male staff member in my unit , i have reported to it unit , section chief , security however no action has been taken .
OAJ	My responses above have to be differentiated between the overall department (OAJ) and its Geneva Branch.
OAJ	I would like to praise my direct supervisor, the UNDT Registrar Ms. Hafida Lahiouel, for her excellent leadership and humane disposition. Thanks to her efforts and daily example, the UNDT Registry in New York provides an outstanding working environment and an extremely efficient

	service to staff members and to the Organization in general. Her integrity and professionalism inspire me on a daily basis, and I feel blessed for working here.
OAJ	The directors in our office do not communicate to the staff and do not lead by example. Despite reporting abuses and harassment, no action is taken. We hope the SG can appoint a new female ED with outstanding integrity, expertise in AOJ matters and who will respect and treat staff equally.
OCHA	I have primarily answered here for the specific office for which I work, i.e. OCHA's Regional Office for Asia and the Pacific, with the exception of question 6b, where my answer reflects an evaluation of higher-level directors. My main critique of this survey is that it does not allow for comment on different levels of management, i.e. my immediate supervisor and office management (of which I am a part) vs. OCHA's senior management more generally.
OCHA	OCHA has already gone through other surveys and reviews, and there is a functional review report that highlights the extent to which tone at the top of the Department is set the wrong way and the Directors do not look out for the interests of the Organization but their own. What else is necessary for someone to finally come and hold these managers accountable?
OCHA	Management needs training to be better managers, they lack the capacity (leadership and communication skills and knowledge) to manage people.
OCHA	In UN OCHA Geneva favoritism is rampant. The bully supervisor does the yearly talk on respecting each other (!) It is a farce. Favorites move up the ladder for being yeah-sayers. OCHA trainings abroad such as CMCS are given to friends (military) or staff as a reward to favorites while staff deserving or in need of it, are not selected. Staff don't dare to speak up because there is a close nit of managers that all have the same group. CONSEQUENCES can be awaited if a staff speaks out -everybody knows that.
OCHA	No supervisor due to current organizational changes, limited leadership
OCHA	My serious concern is career development. For years, qualified G staff still are not allowed to apply for P position due to out-of-date HR policy in the UN.
OCHA	The UN needs to regain respectability as an impartial organisation vis-avis the citizens.
OCHA	This survey does not capture the variety of situations within one department. My answers would have been different had I been asked about my Division and Unit.
OCHA	OCHA doesn't have a proper governing board to monitor its XB income; with the GA only focusing on the less than 10% RB. This has made it convenient for its managers to avoid accountability. The ODSG oversees the XB income but is not really a governing board.
OCHA	- No internal communication from Chief of Section, no honest and franc discussions - Bad atmosphere between colleagues, no trust and efficient collaborations - Still positive and believe in UN, situation not same in other sections
OCHA	Being very committed to the goals of the UN and of OCHA, I must say that the years of experience with overall management and human resources management in particular are prompting me to rethink my career choice. Talent management, performance management, career development and an administration that serves its clients would be needed. Having had the opportunity to compare with other international organizations, I think it is very unfortunate that we have an administration that seems to try to complicate or refuse due benefits on every

	occasion, and any advice for the benefit of staff is virtually inexistant.
OCHA	Until we do not get rid of the staff that receive salary for nothing, UN will always be in a negative light. Regardless of their contract, friends, relatives, level, country of origin, etc, the staff that brings no value to this organization should go and make place for the ones motivated, believers in the work of the UN, people that are willing to give to this organization. After almost 20 years in the UN have a feeling of disappointment regarding some of the people that are still working here.
OCHA	Please do the same survey for interns. They need to be heard. Some of them go through a very difficult experience and have nobody to talk to. Tks
OCHA	I am very proud to work for the United Nations. However, I am afraid that there is no plan for career development. P staff or G staff should have more opportunities to be promoted to higher positions (instead of recruiting external candidates) + the difference between P & G staff posts should be abolished.
OCHA	In general I am happy with OCHA. However, given the current environment (budget cut and change of management etc), would appreciate more opportunity at working level to input and make direct contributions to the changes being made.
OCHA	I feel great being part of the operational support, and to assist effective and meaningful official travels.
OCHA	A 360 assessment or a similar system (for accountability and performance purposes) should be in place for staff members performing supervision responsibilities, Chiefs of section and Directors (they should be evaluated by their own staff and peers) once a year.
OCHA	I think the UN should attract more talented people, creative ideas and hard worker staff. Some colleagues I see working for the UN don't produce much and yet they remain in the system. Staff who do not perform well should be scrutinized and fired if necessary. Additional scrutiny should also be put on leaders and supervisors to be able to provide proper and clear guidance to their staff.
OCHA	OCHA Managers have no integrity and use bullying tactics on the colleagues reporting to them. OCHA EO does not watch out for the staff. The only reason I am skeptical about going to Ombudsman and Tribunal is because I am young and am scared of my career ahead.
OCHA	Les recrutements des chefs de section et managers de ma division ne sont pas basés sur la compétence mais sur l'allégeance au directeur et sa vision. La possibilité d'apporter des avis différents est désormais inexistant car ce qui prévaut est la soumission intellectuelle.
OCHA	To maintain the good employees, it is needed a better way to serve general staff with opportunities to go to the field and to become a P professional. Otherwise many will be lost.
OCHA	Very unhappy with the way temporary staff are treated
OCHA	Bureaucracy is quite heavy. Layers of approval and corrections kill the project and oftentimes kills creativity. Oftentimes the feeling is that decisions are made by special assistants.
OCHA	For the last set of questions, despite everything I am proud to work for the UN however my answer is as much influenced by what it was and what it can be then what it is today. I work for OCHA and as is well known it is in serious need of reform. Our leadership is terrible, not just a the senior level, but right down to middle-management and so it is difficult to be positive about

	career prospects and working environment.
OCHA	I entered the UN via the Young Professional Programme with no prior experience with the UN. The process from the application stage to my placement took over 2 years. After three years in the UN (and being laterally moved to a second position via the mandatory rotation), I feel that in spite of the empowering responsibilities given to me, more could be done to offer career development opportunities to young professionals who entered the UN system through an extremely competitive process.
OCHA	For the past four to five years OCHA has been consistently mismanaged. Numerous OIOS investigations, abuse of authority complaints, and the functional review support my view, and yet the same dysfunctional team of Directors remain in place. If the SG wants to improve accountability, do something about OCHA!
OCHA	I believe my department has serious senior management issues, and a lack of support to staff
OCHA	My feedback would have probably been more positive had I worked in a different department. But life in OCHA is miserable right now. We have the worst Senior Managers, we are in the middle of a second round of cuts which will result in more job loss (about \$20 million we were told) and with NO idea whatsoever of what's informing these cuts, what we will look like, and why. My strong wish, being a strong believer in the values of the United Nations, is that our new, phenomenal SG will kick in, demand clarity, discipline the process and protect us.
OCHA	Developing tools for humanitarian is a fulfilling job. Anyway, during my deployment in the field I have seen a lot of disconnection between humanitarian needs and OCHA solutions. I don't think that client-orientation is one of the strengths of OCHA.
OCHA	OMOJA has made the organization less efficient and remains a problem. The growth of front offices is at the detriment of delivery for the people in need. We need to focus on products and services that help the outside world, and are not just for the UN's internal process.
OCHA	I have served in the UN for 16 years (including with three PKOs) the Secretariat and two UN specialized organizations. On the whole, I have had a rewarding, interesting career largely made possible by the senior leaders that took me under their wing. Without that, UN staff are left to their own devices to fend for themselves in an archaic byzantine bureaucracy. It's truly shameful how we treat and manage the careers of our staff. Hard to be proud of an organization like that.
OCHA	There is a strong unfairness concerning promotions. Staff who work hard are not taken into consideration for promotions. The same level for more than 10-15 years without caring for the moral of the staff. Some injustice are flagrant! something must be done. We can't stay forever and ever with the same level and retire with the same level. Many thanks for listening and taking actions. Please pay attention for the staff who have never had any promotion, work hard, client oriented and get things done.
OCHA	I am frustrated that the senior leaders of OCHA lack fundamental understanding of humanitarian basics related to principled response, prioritized needs-based relief work and seem to never read policy instructions they themselves (and their sycophantic front office minions) take months to validate. I am tired of being asked to reduce difficult, professional grade issues to 'bite-size bullshit.' We are not all politicians and while our appointed leaders may think they are, some of the UN's work is detailed, sensitive, and merits time and attention beyond whatever the talking points of the day are.

OCHA	Based on my last assignment with OCHA on the Syria crisis.
ODA	Un référendum pour les compressions budgétaires. Suppression de l'indemnité pour frais d'études.
ODA	None
ODA	I believe the UN has made (some) progress in providing a better environment for LGBTI staff, and I hope that will continue under Secretary-General Guterres. One area where the UN could still improve a lot is part-time work - while provisions for part-time work exist in theory, I yet have to encounter anyone who has actually been able to work part-time in the UN.
ODA	The UN is not the same UN of years ago. I know they have more mandates now but the General Service staff are at the losing end.
ODA	It has been openly acknowledged by the Director of ODA and past Directors of the ODA Geneva that I am working for a supervisor who is incapable of doing the job. Yet, nothing has been done about this situation and instead I am left to carry the burden of this particular team. Also the ODA Geneva Branch has been without a permanent Director for two years. It is also clear that ODA New York is only interested in promoting and safeguarding staff based in New York. There is no coordination or even a basic level of communicating within ODA Geneva. Given the lack of leadership and support in ODA, I fail to see how the UN can be serious about promoting the goals of disarmament.
OHCHR	As with most surveys, some replies are conditional, so the best-fit answer is selected. The UN should value its human resources and service to the world instead of bogging itself down in rules and procedures which makes it counterproductive. In the 21st Century, career development should be revised. Some categories waste human resources. The hierarchy develops unconscious biases that the true, full value of staff are not recognized beyond their UN 'grade'. A computer system should be a tool, not substitute for human resources.
OHCHR	I am not sure that I would encourage people to work for the UN anymore since with the new mobility process, we will be now forced to move most probably to duty stations where we may not have chosen to work in at the time we took up the job.
OHCHR	The UN seriously needs to adapt its ways of working to the digital age and new technologies.
OHCHR	I think a similar survey should be conducted for Global UN staff satisfaction with the staff unions
OHCHR	The current recruitment system and the roster need further improvement. There is still favoritism for selecting the candidate for the roster. The roster is still been used as a tool to take the candidate in the favour of the requesting office. The mobility system is not functioning.
OHCHR	I do not believe similar surveys have much impact on how things are run in NYC or Geneva.
OHCHR	Would it be possible one day for GS staff to apply for a position at the professional level (P)?
OHCHR	Be aware that it is easy to take this survey several times... (on your office computer, home computer, your own ipad, your kid's ipad, your phone, your partners phone, and so on and so forth...) Just sayin'!
OHCHR	As defined, the new mobility policy does not sufficiently seek to build on staff's expertise, interest, and motivation. Applying UN principles at home, such as gender equality, means that decisions about geographic mobility and work & life balance are taken with our partner, and keeping also into account the best interest of our children (see Convention on the rights of the child). Unfortunately, the current working arrangement system/policy does not sufficiently

	accommodate this new reality. Should my partner sacrifice her career for mine? Why should I want to move geographically if there is complete uncertainty about the possibility to get back to duty station preferred by family and myself? This is feasible in big private companies why this could not be feasible in the UN?
OHCHR	In general the managerial abilities of chiefs and leaders are bad which negatively influences our work, efficiency and the results
OHCHR	Very worried about the management of the temporary opportunities in relation to career development and the use of staffs competencies being greatly affected in this regard.
OHCHR	Thank you for this survey.
OHCHR	managers need to be fair which is not the case. many lack integrity and honesty in the office. there are systemic issues affecting flow of communication. I never got any support and acknowledgement from my supervisor when I think I did a good job. the race factor is crucial, if you are not white, it would be almost impossible to be in the attention of supervisor. I strongly think that the role of the united nations is critically increasing but given that the management either do not understand the urgency and relevance of our work or they are too tired to think outside the box.
OHCHR	The Secretariat used to be the best employer worldwide. It is no longer, not because of the package (which is one of the best), but because of lack of career opportunities for young (and less young) talents. By not managing its human resources, the UN's mandate, which has never been as relevant as it is now, will die of its own death from inside, not by attacks from outside. I count on the new SG to motivate his staff by offering real career opportunities, deterring nepotism and abandoning the mobility policy, which is a mockery of human resources management.
OHCHR	NCEs and YPPs are being neglected and exploited at OHCHR. Management have zero concept of the lack of career progress or promotions or opportunities for lateral moves. The OHCHR NCE /YPP staff survey showed HIGH frustration by this group and a P2 resigned from my team last year after 15 years at the P2 level. It is a disgrace how NCEs and YPPs are treated here. Something needs to be done by the Staff council if OHCHR staff committee does not take this up more seriously.
OHCHR	While the work of the UN remains more relevant today than ever, its internal dynamics can be and are fuelling frustration amongst staff. In fact, greater leadership, transparency in decision-making and accountability of those who have the most privileged positions, whether contract or position wise (in particular, the staff council could do more to protect those who are at the bottom of the pyramid, including interns, consultants and temporary staff who do the same work as others but remain in a very vulnerable situation). To achieve this, greater recognition of the work done by every staff member, including by facilitating greater flexibility to move around positions and to progress within the organization would be useful.
OHCHR	On parle parfois de dépression générale et ce pour plusieurs raisons: 1. pour les mêmes fonctions et responsabilités, il n'y a pas les mêmes contrats, et donc il n'y a pas les mêmes conditions d'emploi, donc il n'y a pas le même degré de compétences et pas le même degré d'investissement. 2. les postes importants avec des rôles de supervision restent vacants pendant de longues périodes (jusqu'à 2 ans!) 3. certains managers n'ont pas de formation dans ce domaine, ce sont des fonctionnaires spécialisés (en droits de l'homme par exemple) qui accèdent à des postes de haut responsables sans compétences à gérer le personnel; 4. le degré de rotation du personnel est étourdissant; 5. les possibilités de promotion et/ou de transferts latéraux sont faibles tant pour les P que pour les GS; 6. nous sommes témoins d'une inertie du système où les fonctionnaires compétents et investis ne sont pas forcément récompensés, et où les fonctionnaires incompetents

	et/ou motivés pour leur compte personnel ne sont pas sanctionnés.
OHCHR	The atmosphere in my organization and my own motivation have been negatively affected over the last 5 years by endless, overlapping and not necessary well-thought-out reforms, including but not limited to the launch of Umoja, UniteDocs, Managed and Mandatory Mobility and OHCHR Change Initiative. In my view, the above-mentioned reforms have significantly and unnecessarily increased staff members' workload and decreased its efficiency, as well as shrunk away any meaningful opportunities for career development.
OHCHR	As in any large business entity or government department, the Secretariat needs to ensure the accountability of its managers for finance/budget and programmatic decisions as well as its recruitment processes.
OHCHR	We need to recover the sense of institutional pride and be relevant to change people's life acting on principles and not for political convenience
OHCHR	General staff members in my department are not treated equally not even among them or with regards to the professionals.
OHCHR	Thank you for such survey. This is a unique opportunity for staff to share their views on their work, work environment and leadership. Despite an opposite narrative, my experience is that the unnecessary bureaucratic layers are multiplying in the UN. Recruitment is an example; on one hand the SG wants to speed-up the process, on the other hand there are far too many steps and bottle-necks at each steps as admin and HR staff are completely overwhelmed (in GVA) and signed memos for recruitment stay long times in huge piles which have to be processed. Further, disbursements of funding to third parties (UN grantees for example) became a nightmare under UMOJA making the old 18 steps movement required for one payment turn now with UMOJA to a 36 steps one...In some instances UMOJA generates more work than was required under previous protocols. My experience is that UMOJA is not freeing jobs. Thank you again for your kind attention.
OHCHR	Nice initiative, but the survey does not allow for findings to be disaggregated by sex - a serious oversight by the UNOG Staff Council.
OHCHR	Work-Life balance is unattainable in spite of existing opportunities due to large volume of work and understaffing!
OHCHR	My comments relate to the present leadership of OHCHR at the highest levels, not our mandate nor our previous work. We are now excluded, scared and demotivated.
OHCHR	I have been 10 years working for the UN (7 of which I have been on temporary appointments). I am now the mother of three children under 5 years, so this job instability (obliged every year to take 3 months contract break non-paid) is very challenging I am not longer motivated coming to work. I really hope that the situation of temporary staff improves (we work even longer hours than regular staff, and we have less entitlements). Many thanks,
OHCHR	Geographic diversity in the UN is heavily imbalanced.

OHCHR	Many of the responses depend on the specific supervisor's working style, management skills, and personality. I have had 2 different supervisors recently with very different approaches. While both supervisors had good experience in the subject matter, their level of accountability to the staff that they managed was very different. One manager was a strong decision-maker, but was also opinionated and often unreliable in responding to staff needs and enquiries (including on matters that required management-level decisions). The other manager was very open-minded and responded to all enquiries, but was less confident in decision-making. I believe that both people have the potential to be good managers, but the lack of 360 degree review and accountability to lower-level staff means that their accountability is one-sided (to more senior staff only, who often are unaware of staff satisfaction and management at the lower levels). Managers tend to become out-of-touch with staff, civil society and the field. Especially as they reach the level where they are secure in their job and position, they tend to become less accountable and understanding of the real situation at the ground-level.
OHCHR	Thank you for this questionnaire. I make a point of participating in all surveys and questionnaires, as I see them as a valuable tool. However, there is no feedback on what they result on and the changes they promote.
OHCHR	Recruitment processes across the UN take too long and there is a need to streamline recruitment done from the roster
OHCHR	UN needs to do more to retain its talents, simply dispersing people across the globe doesn't make it better accountable. To be effective in the current times, UN needs to show that it is not held at ransom by power wielding States but is representative of all. It has to become an authority to tell States that default on legal, political and financial commitments or tends to do so with change in government, that they do not get to renege on global commitments.
OHCHR	I hope that contrary to the previous Secretary-General, the new Secretary General will fully and in good faith consult the staff and respect the outcome of those consultations. The new mobility policy has been imposed by the previous Secretary-General following intense lobbying with States parties and the modalities of this mobility are just "mobility for mobility" and do not respect at all the well-being of staff who may be deployed in countries that they did not choose and with separation from their families. While functional mobility should be compulsory, geographic mobility should be optional with incentives for those deciding to be geographically mobile.
OHCHR	The strategic direction senior management has taken over the past two-three years has been questioned by staff for various reasons but unfortunately without meaningful dialogue thereon. While the organization and many staff are ready for and open to "change", the promoted "change", to date remains in the abstract rather than leading to increased efficiency, effectiveness or innovation.
OHCHR	I think the UN should promote the internal staff instead of hiring external workforce.
OHCHR	Important problems the office faces are these: - cronyism in recruitment - insufficient low level staff (P2, P3s, P4s and Gs) and an excess of upper level staff (P5, D1, D2). We are not informed of the activities that upper-level management do, and how they are contributing to the office. We do not have enough low level staff to do the work we need. - no positive feedback for accomplishments - total absence of professional evolution / promotion opportunities - no willingness or motivation for managers to listen to suggestions and take it on board. no protection for those who provide constructive suggestions.

OHCHR	In general OHCHR comprises excellent staff members of high quality. There are a few very problematic staff members who can create great problems for other staff members and the UN is not flexible enough to deal with these staff members. There is a fairly useless level of management in OHCHR at the D2 level which tends to create bureaucracy while adding very little - these people should be taken out of management and should have more advisory roles for the High Commissioner. This would strongly help staff morale and lower bureaucracy.
OHCHR	No accountability, departments and sections are run as fiefdoms and anyone presenting a dissenting view is to be silenced. Senior managers only want to hear good news and don't seem to realise how bad it is. Look how they treated Anders Kompass, and now Emma Reilly.
OHCHR	Managers should lead by example, especially when it comes to integrity and respect. Some managers foster mistrust among colleagues and tend to favor those colleagues who can badmouth others to the boss. Several colleagues just come to the office and can't wait to "do their hours" and return home. The work environment demotivates many and this is a pity.
OHCHR	UN has become a corrupted place of hypocrisy where "impunity" is indulged through abuse of system and power. It has failed to stay impartial and independent to be the voice of those disadvantaged or victimized. There is lack of fair distribution of resources, leadership is not held accountable for lack of delivery of services or results, lack of transparency in recruitment processes and for oversight of grave issues. People who got in the UN are given the wrong motivation i.e. entitlements after entitlements or permanent contracts. Due to these permanent contract holders, the system is unable to get rid to incompetent staff including at managerial and director levels. People compete unhealthily for promotions, often compromising the interest of the organization or professionalism overall.
OHCHR	I would like to raise two issues of concern: first, the recruitment process is not transparent and allows recruiting managers to tailor tests and interviews to particular staff. Geographic balance is not taken into account and some departments are favoring staff from particular regions. Career perspective is non-existent. The second issue relates to the lack of recognition in the work delivered. The involvement and the effort to deliver better in line with UN values are not fairly recognized.
OHCHR	Field work should be mandatory for Geneva colleagues who jumped from University to the "golden cage" and have no idea of what work and life in the field mean.
OHCHR	G-Staff should be able to change to category to P more easily. The current system is extremely bureaucratic and frustrating for G staff who would like to be involved in substantive work of the office.
OHCHR	What is the difference with OHCHR survey?
OHCHR	Career development poses a real problem in Geneva, unless you're prepared to change jobs or duty station.
OHCHR	There is much work that needs to be done in increasing and respecting diversity in the UN. It is also important to hold managers accountable for their behavior and to increase confidence in managers, as right now there is a feeling of impunity of managers when staff are treated unfairly.
OHCHR	More need to be done to counteract unethical behavior in the organization and reform should start in the Ethics Office, which has not properly carried out its mandate

OHCHR	There are no opportunities for promotion, and it is incredibly demotivating to do the same job well for years with no change and no recognition. Furthermore, people who do little or nothing get the same rights, opportunities, and remuneration as those who do a good job. The incentive to do well is non-existent, leaving it only up to your personal morale to continue to deliver. There must be a human resources programme that has career progression, like any other organization or company. Otherwise the good staff leave and the non-performing ones stay.
OHCHR	Recruitment processes, are biased and lack accountability mechanisms. Recruitment in OHCHR is often done, with a candidate in mind, and yet interviews are conducted for a whole lot of people. All in all the system is corrupt and flawed, there is a lack of accountability. Management could consider getting an external recruitment company.
OHCHR	There is a need of more accountability, transparent recruitment procedures, and transparency in general.
OHCHR	geographic diversity must be a priority, along with gender diversity.
OHRLLS	The Director decides who will get a promotion and inform the staff before the J.O is published!
OHRLLS	The Director doesn't respect UN rules and regulations (management, recruitment, diversity,...)
OHRLLS	Our director is intimidating, incompetent and works through delegated authority of two female colleagues from Europe without meaningful inputs from the rest of us. Travel and other privileges are restricted to a few. Senior colleagues and good friends were frustrated and made to transfer, resign or contracts terminated - and replaced by Europeans. Africa, Asia and Latin America are poorly represented. Director replaced her black support staff and reportedly hired her niece in complete violation of Staff regulation.
OHRLLS	The Director of OHRLLS uses the positions as if it is her firm, and she promotes OHRLLS internal staff to make them dedicated to her own agenda and gives positions to her friends from the permanent missions.
OIOS	There are some UN policies that are counter productive to exacting accountability
OIOS	There are some managers who are incompetent and lacking human compassion. They have no leadership skills whatsoever. I am disappointed with the low standards of conduct and lack of professionalism. I also feel consistently disrespected. It feels like we are in a military or police set up- there is a command chain to follow. There is zero tolerance of harassment. Moreover, when reported nothing is done to rectify the situation. The victim is further abused out of revenge because the managers are not held accountable for their behaviours. Long serving staff are overlooked when it comes to career development and training. The office recruits many new people but cannot seem to retain them because of the working environment. In order to survive, one needs to say yes to the boss and praise their egos.

OIOS	<p>The Head of Office has been showing very weak leadership. She fails to be a role model, particularly for her own staff. As soon as she assumed duties, she repeatedly and openly expressed that she would not complete her full 5-year term. It, undoubtedly, dampened the morale of the office staff members. Actually, even before she joined the office, she already publicly discussed her planned post-UN career. It is apparent that she has a national political agenda in mind (in her country) even before she took up the UN post. This gives an impression that her joining the UN was primarily motivated by financial gains in order to fulfil her own political ambition (https://www.youtube.com/watch?v=i3vv4y6dsRc). Another example of personal interest being over and above the organization's interest is when she took a long leave for one full month from early December 2016 to early January 2017. It was a period of time when the office was extremely busy finalizing year-end reports and preparing the biennial budget. The absence of leadership was palpable, including the time when there was an important change in top management of the organization with the arrival of the new Secretary General Guterres. The Head of Office does not observe the importance of adhering to HR rules and regulations. Instead of going through proper recruitment procedures, she often exercises her prerogative to reassign staff members to high-level posts based on her personal preference. Moreover, it is apparent that she is surrounded by and works closely with her compatriots that clearly does not reflect diversity in a UN working environment. Speaking in her own local, non-UN official language, with her compatriots in the office creates a very small, exclusive group that is contrary to building trust, transparency and team spirit within the office. It is unfortunate that the kind of leadership that the Head of Office has so far demonstrated is unfit, particularly for a watchdog office that she oversees. It adversely affects not only the image but the reputation and respectability of the organization. I sincerely hope that the new SG will seriously look into the concerns raised above in order to re-establish trust among the staff members and to re-energize the office to perform its watchdog functions and mandate effectively.</p>
OIOS	<p>OIOS Leadership is very ineffective. USG shows no interest or vision and lacks good communication skills. ASG is very bureaucratic and disempowers the Directors. Neither of them add much value or provide any strategic direction.</p>
OIOS	<p>If the SG moves forward with mobility for Secretariat staff, for specialized functions such as Evaluation that mobility should be between evaluation divisions in the UN system. Perhaps it could be organized through UNEG. I just noticed a drop in my post adjustment in NYC which is strange considering that since moving here costs have only gone up, not down.</p>
OIOS	<p>Divisional leader does not operate with integrity</p>
OIOS	<p>Accountability, especial at top level, continues to be purely rhetoric. Abuses and significant ethical lapses are dressed down as: "errors of judgment", "managerial problems", or "ill advised actions". While many speak about change, they cannot show much on what they actually did about it. Tone at the top also continues to remain a nice syntagm.</p>
OIOS	<p>I believe strongly in the UN's mission, which is why I find it disappointing that there are so many constraints on achieving that mission. Staffing is a huge problem, and too often there are mediocre or underperforming staff at all levels, who bring down the morale of the high performing staff. The recruitment system is insane, and frankly unacceptable. It shouldn't be so difficult to hire talented staff, and fire poor performers.</p>
OIOS	<p>1. Inconsistent application of SLWOP policy across the organization- OIOS only allows SLWOP as an extension of maternity leave. Our opportunities to go to another UN entity or explore a different career path are thus non-existent (unless one resigns). 2. Issues with mobility- mobility is extremely limited as not many other departments have oversight posts (especially for us evaluators) 3. Issues with recruitment practices- In OIOS/IED (Evaluation division)- P4s and</p>

	above are for the most part- from the US and India. 4. I have been with the UN for 7 years now, after having passed the YPP in Economics (4.5 years in ESCWA and 2.5 in OIOS)- and I have applied to more than 100 jobs! I have excellent ePas comments, speak 4 foreign languages and have 2 Masters. All recognition that I have gotten is literally a pat on the back. I am seriously considering leaving the UN and going to another organization/sector where I can utilize my talents.
OIOS	Byzantine personnel policies, dysfunctional staffing system, GtoP divide, poor ICT policy and resources, are among the ways that the UN stands in its own way. Kill GtoP, lessen central control over hiring, promotion and mobility
OIOS	Too many managers, especially at the higher level (USGs, ASGs) are not held accountable for misconduct.
OIOS	Thanks for taking the initiative of administering this survey. One aspect that I think might be worth considering is the role of the Ethics Office in these changing political times, particularly in the USA. The messages about being apolitical seem ill timed, not clear, and haphazardly enforced. Many so called liberal staff post freely and often on social media but are not "policed" whereas those supporting Republicans seem to come under more scrutiny. If we are truly apolitical there should be no political posting or activity by any staff member and the UN should address it consistently regardless of what side of the aisle the staff member aligns with overall. It is early days in the new US administration. This issue should be sorted out clearly. The US federal government makes it very clear to staff members not to be partisan publically.
OIOS	The blatantly corrupt recruitment practices in my office are appalling and should be looked at. Especially the disproportionate amount of staff members from a certain country who have been able to work their way up thru the ranks, rather quickly I might add. Many have been able to do so while simultaneously being borderline incompetent. Let's not even get in to the fact that many do not seem to possess a mastery of any of the working languages. Completely lacking in oral communication and writing skills, one should question whether they should even be employed by the organization. These are the people that get promoted over hard working productive staff members. Meanwhile others are made to carry a larger load in order to cover up their inadequacies, while simultaneously being passed up for promotion in favor of these same inept colleagues. Secondly someone should definitely take a look at how the IT is run in this office in particular and the organization in general. Due to a complete lack of skills and expertise in IT related areas, we waste huge sums of money because of poor planning and the failure to identify issues in a timely manner. I know nothing will come of this and the organization will continue to bleed money and operate ineffectively. While giving jobs to friends and relatives of those in positions of power in order to perpetuate the cycle. In closing I would just like to say that it is very sad and depressing to exist in these work conditions.
OIOS	I feel that my current responsibilities do not reflect the job description that I initially signed up for.
OIOS	Please note that it is difficult to answer questions asking what the "Department" does or doesn't do as some directors/supervisors may be better than others.
OIOS	It would be much appreciated if the Secretary-General would "walk the walk" by ensuring accountability, especially as it pertains to senior management.

OIOS	<p>Recruited as NCE in 2007 I was expecting some career management or even some career advice but nothing really exist. Getting mobility real within OIOS and outside OIOS is a constant fight, we always need to voice our wishes and they are not respected. 4 years ago I succeeded to move from one duty station to another one because I replaced a colleague in a difficult situation. I gave up all what I had built and my family had to also do this sacrifice. This was done to support my management in solving a difficult staffing situation. I did my work and solved the situation. But now that I want to move, no one is helping. I must say that working in OIOS is a constraint or a weakness. Not a single manager outside OIOS is interested by our profile. I don't understand it because we are key staff, prone to help in implementing better management, stronger accountability and responsibility but we are left aside in our Office. The organisation is not using us efficiently. We should be sent to the operations, in the various department of the administration or in the fields to support our colleagues and bring good practices. I hope Mr. Guterres initiatives for improving mobility, accountability, responsibility and authority will be real and that he will use at best OIOS resources.</p>
OLA	<p>I am concerned about the twin effects of the loss of institutional memory/capacity owing to mobility requirements, as well as the greater administrative burden taken on by substantive staff as a consequence of the implementation of UMOJA.</p>
OLA	<p>We never receive positive feedback on our work. Human resources seem inexistant and it seems very complicated to move to another department, agency or location within the UN. I wish our work and our competence were more acknowledged, and there were human resources people to talk to if we do not feel happy at work. Unfortunately I do not consider the UN as a role model in terms of how it treats its employees, and I have a hard time accepting that interns work for free for months. That being said, I love my co-workers. They're the main reason I'm staying.</p>
OLA	<p>The staff rules (especially those pertaining to lateral moves) make it difficult, and sometimes impossible, for a staff member to be eligible for a promotion. For example, a staff member hired as a P-3 must have at least two lateral moves (of no less than 24 months in total) at the P-4 level prior to being eligible to apply for a P-5, notwithstanding having met, or exceeded, all other qualifications. In contrast, an external candidate with no UN experience can be given such post. It appears that some managers make it a priority to assure that staff have the chance to have lateral moves while others are unconcerned or hostile. This situation has a negative impact on morale and contributes to a sense that the UN is a dead end job. The recent changes in the staff compensation package, which will result in staff members with dependent children and a working spouse, receiving, over time, a significant pay cut is unfair and extremely demoralizing. Funding for staff training and development should be fairly distributed for the benefit of all staff and senior management should not be allowed to divert it to increase their own travel budget. As has been acknowledged by the Secretary-General, staff members need to have absolute confidence in the protection against retaliation for whistle-blowers in order for there to be any hope of true accountability in the Organization. The ability to ask for and obtain permission to have a flexible working arrangement should be the default. Managers should be required to publish their reasoning as to why flexible working arrangements for their departments/particular staff are not appropriate.</p>
OLA	<p>My Department don't allow most of the GS staff to telecommute while Professional can do it. Unfortunate and unfair.</p>
OSAA	<p>PLEASE HELP US ADDRESS THE POOR MANAGEMENT ISSUE THAT WE ARE FACING IN OUR BRANCH _ THIS IS AFFECTING US SADLY.</p>
OSAA	<p>The UN has departed from merit-based recruitment. Increasingly the most qualified candidates are bypassed for promotion and selection.</p>

OSAA	The department where I work do have highly competent staff - but we have two top managers that don't care, do not identified with the constituency we are supposed to represent. They do not know the defacto realities of those we are supposed to advocate for and they don't care actually. Their style is to managed the department through fear, division and bribe.
OSAA	My department strongly suffers from poor planning which affects my work - life balance. My work responsibilities cover the whole range of levels in my job classification because some staff are not trusted enough to be given work.
PBSO	I've experience extensive discrimination - lack of much appreciation for work done as based on office gossip without being giving the benefit of the doubt -- by the senior management in the Office. And, as demonstrated by two consecutive very negative performance evaluations I received from my Supervisor -- very demoralizing; not motivating at all as these evaluations negate my chances of applying/being considered for higher level positions. My many years of experience in the Organization, in he Office and my varied experience and capabilities are not recognized at all.
PBSO	It is hard to work in an environment where "managers" are not interested in managing people or in helping to advance careers, especially for G staff. It is especially difficult to work with a director who does not have confidence in or respect staff, as that affects the entire office environment. It may lead to a sense that the staff members' time is being wasted and his/her talents are not (or are no longer) being used to their full potential. Respect and trust are motivators.
RSCE, Uganda	We are very grateful for this singular opportunity to air our views with a view to getting them addressed. We are hopeful that the new SG who is a veteran in the field and UN operations will restructure the relevant areas in DFS/DPKO as it has been hijacked by few hawks. Coming to RSCE, we are all living and working in fear of victimization. This is because we are being monitored like a police state where our freedom has been sacrificed. No one talks or coughs openly for fear of intimidation or otherwise. In the same vein, the director and the senior officer were suddenly removed in order to position her for the head of the service centre because she had her back watched by a senior officer in New York. Some people are still afraid of being victimized as they are no longer interested in going for the FSU election that is on-going presently. The last time there was CRP, almost all the people that voiced out their opinions and views were affected. The silence in the office has become too loud that majority wanted to go for industrial action but others held them back. To a reasonable extent our career growth here is under threat because we undertake somewhat special kind of service in UN and majority of field recruitment managers hardly select us because our field skills we hitherto had, they say have been washed away or no longer strong. We are like facing a situation that is too difficult to break out from. We need the intervention of the senior officers with the implementation of the mobility policy to start with RSCE. Best regards.
RSCE, Uganda	N/A
RSCE, Uganda	RSCE is being run by a person who does not understand management in the sense whole base has to await decisions even on operational matters. This is a pathetic situation and an utter wastage of resources especially since the resource allocation and work allocation are decided singlehandedly (may be with good intentions). Staff are allowed neither to go on TDY, nor on any mobilization scheme and they are stagnating in RSCE from inception as no proper organisational structure with proper staffing table is maintained so that staff can look up to promotions. Any promotion which occurred here are all done in totally unscientific ways. Few audit reports and UNDT decisions on RSCE management style, all have been neglected by the UN giving the staff a totally negative feeling about RSCE.

RSCE, Uganda	The cost of living globally is going up, and I believe the ICSC needs to do a better and more regular job of reviewing the post adjustment for staff.
RSCE, Uganda	It appears as if there is a deliberate attempt to frustrate, demotivate and damage the self-esteem of employees. Competence and experience mean nothing and are not considered in any way towards promotion, opportunities and any form of recognition.
RSCE, Uganda	a). The United Nations is a very good place to work in but the people placed are really thwarting its good name by intentionally frustrating the people they lead. b). Abuse of authority is rampant in the system without due punitive measures to checkmate it as it is usually sung in our ears. It is very troubling to see the personality of a USG aiding and abetting abuse of authority in front of our eyes without any punitive measure thereby justifying the act. c). A loud discriminative tendencies all over the place and the senior staff pretend not to see or look the other way. d). A lot of injustice in the system, a set precedence which ought to direct and guide officers to decision making becomes a tool for maneuvering and this is dependent on who is affected. e). Coming to mobility issues on staff, care should be taken when applying this policy and I expect that staff member who tried but could not get any placement should not be penalized by suspending the mobility payment. This is a misplaced policy and a ploy to rob staff members of their little take-home money. This policy should be dropped with immediate effect until the mobility programme starts with FPD where staff members who refused to move would be made to sign undertaking that will cost them of the mobility allowance. f). I am just wondering why DFS.DPKO should not have a strong internal system of recruiting candidates just like the agencies. In this process, prospective internal candidates are made to vie for a vacant post but could lose such an opportunity if they failed to qualify. This is part of motivation because many situations abound when a less qualified candidate is picked from outside simply because the internal candidates were marginalized with a mind set. g). Perhaps staff development could span into availing staff members of study leave without pay once someone serves the organization for a period of 10 years provided the field of study will be relevant to the growth of the organization.
RSCE, Uganda	The leadership at the RSCE is exercised by the chief alone and this has been going on for as long as she has been in that position, there is no regard to collective leadership, genuine dialogue and training and travel opportunities are vetted personally by the chief in order to nominated the staff of her liking as a means to reward them. they is a culture of mistrust, and it is an open secret that she has planted informers everywhere who relay messages of personal nature and this is used to victimize, abuse staff. the level of abuse of authority is overwhelming to say the least. the intimidation to staff, pride and lack of tested leadership qualities is very evident. the finding of the Case No.: UNDT/NBI/2014/102 Judgment No.: UNDT/2016/094 have never been taken into consideration to address the situation
RSCE, Uganda	There is a confusing part here. There is a difference between Department and the top management which affects the whole structure and affects the evaluation of the department no matter how good a department manager is. Kindly differentiate between the two sets in the coming surveys.
RSCE, Uganda	I am 16 years in UN, 8 years national staff and 8 years international staff, more than 5 years in same family duty station with high possibility to be nationalized in June 17. Soon to lose mobility. Keep applying but all vacancies with name and last name already, no hope to continue career in UN as hard working staff with good knowledge and skills.
RSCE, Uganda	Most of us in FS categories are dramatize in fear at any closing mandate as our posts are been nationalized mandate by mandate which has emotionally effect on the performance of our duties and families.

RSCE, Uganda	There is total unfair treatment of FS staff who constantly threatened with Nationalization, after dedicating their life for more than 15 years to mission assignments. At same time less experienced newly recruited staff are brought from outside instead giving chance for promotion to FS staff that are already performing higher level duties. Leadership is not supporting most qualified staff with good job results but favorite one with obvious bad result that spy for them.
RSCE, Uganda	Am not proud working at my duty station after 5+ years having been a victim of indirect mistreatment by management, having been denied opportunities for TDYs, mobility and Assignment, witnessing first hand senior management abuse of office, one is left wondering where to turn to but instead suck it up and come to work due to personal convictions and nothing else.
RSCE, Uganda	Staff are not treated equal whereby some has staff at higher level has air conditions and comfortable office but the rest of the staff do not have even a fan with temperature raising to 37 degrees even more. Not healthy environment.
RSCE, Uganda	Big problems in RSCE, the Director of RSCE is disrespectful to me and others.
RSCE, Uganda	I work in RSCE Service Center. Staffing should be reviewed. A service Center takes care of thousands of staff members. Staff working in a center should be knowledgeable, dynamic, hard working and compassionate to the staff they serve. There are P-3 officers who are not really performing well. They have to be reviewed.
RSCE, Uganda	Less bureaucracy, more training opportunities, decentralization of decisions. Thank you for this effort
RSCE, Uganda	RSCE is under total bureaucracy, red tape and directed by someone whom has already been identified as a problem by United Nations Dispute Tribunal.
UN Environment	Proper induction and training at the time of on-boarding needs to be mandatory for any UN organization. At UN Environment, most new staff on-board and are left more or less to themselves to figure everything out. 1-2 weeks proper training would save everyone time - supervisors, staff and department heads. It is in the interest of the organization to make proper, good supervision a priority! I have a great supervisor now, which heavily and positively impacts my motivation, productivity, work satisfaction. Not only should staff be evaluated by their supervisors, supervisors should also officially be evaluated by their staff, in Inspira. This would hold anyone who abuses authority or harasses subordinates (which I have certainly seen happening) accountable.
UN Environment	Favoritism plays a huge role in the selection and promotion of staff in UN Environment. Working effectively and efficiently is not properly rewarded, and pleasing your managers pays off more to advance your career. The staff selection and promotion system should be completely restructured, to be transparent and fair. The HR system, led by UNON, is completely dysfunctional. The number of mistakes in salary, entitlements, pay slips, etc. is outrageous and unacceptable. Communication on, for example, salary corrections, is not communicated at all, and salaries are being withheld. Our Organization has a new leader, who has started with restructuring and reorganization. However, there is not much transparency of the changes introduced. Admin services are being outsourced and some of staff's contracts are not being renewed. Furthermore, our department needs to reduce costs and a "User Pays" principle has been introduced, where costs for operations should be completely covered by our department's projects. This is completely unrealistic, and will probably lead to more staff cuts. Cost-benefit analysis are not being done and consultants are hired (through connections) to underline the changes that management wants to make. In addition, we do not have a staff union based in Geneva, but in Nairobi, which is completely disconnected from the specific situation in Geneva. There are many

	<p>cases that are being handled by the Ombudsman and internal justice system, which proves the unsatisfaction of staff. Leaders in our organization do not always have leadership skills, they are selected based on their political allies and connections. Maintaining their leadership position, often results in focusing more on one's own position as a leader, rather than managing staff properly. Poor management is tolerated in our Organization, even although staff make complaints. This has resulted in abuse of the system at various levels, which is being accepted widely. A working system needs to be introduced to hold our leaders accountable in order to achieve the goals and objectives of our Organization.</p>
UN Environment	<p>The UN system should be reformed so that the 'esprit de corps' between international civil servants prevails over 'personal-little-kingdom' mentality and 'buddy-buddy' politics prevail. At present, roughly 50% of staff see their job as a personal patrimony and do not have, as a priority, the overall organisation/UN values and goals...which is harmful for the credibility of the UN, the quality of the work and to get funding in time of budget restrictions. It creates a very unhealthy work environment at all levels. The perenity of the UN, its role in such critical times, are at stake. We are going through the toughest times since WWII, which motivated the creation of the UN...Indeed now is key for the UN to assume its role efficiently. Among the solutions: human resources and talent management should highly be improved, at all supervising/management levels; the right talents/people should be hired and put at the right place for the right job, which is hardly the case when the 'who-knows/likes-whom'/'buddy-buddy' politics prevail.</p>
UN Environment	<p>Leadership and management skills at the Branch Chief and Division Director level are pathetic. People are hired for their thematic expertise, but have absolutely zero knowledge of how to manage people and make sure that their branch/division functions. Basic administrative functions are not even met. Operationally speaking, our branch (UNEP-ETB) is a disaster. UMOJA has made things worse (that is a whole other disaster in and of itself) but the underlying problems with UNEP already existed. No clear direction or transparency on administrative rules (e.g. human resources, rules on SSFAs, etc) and you get a different answer every time you ask - even from the same person. The 12% project support costs that we pay are a joke. Admin staff who do not do their jobs and so-called managers who don't hold them accountable. I could not imagine a bigger mess of an organization.</p>
UN Environment	<p>The idea of this survey is good but I wonder if the questions are specific enough to get relevant information. Perhaps some more specification would have been good in some of the questions. It might be difficult to analyse the results based on such generic questions.</p>
UN Environment	<p>My managers choose not to apply the flexible working policy. From my perspective it is not a policy if it is optional. Is there even reporting - is my department a complete outlier or is this normal practice?</p>
UN Environment	<p>I am really proud to work for the UN, and excited about Mr. Guterres. I am absolutely committed to the work both of the UN and also to UNEP. Though I must say that I am saddened in many ways that the new head of UNEP is taking our work to a fairly superficial level, after years of deeper work that moved paradigms on environment, we are back to "hugging the panda bear" and "clean up the beach" type narrative, citing the need to communicate "simply" as the overarching motive of our work, rather than use our ability to move us all forward on sustainability. The world is complex, of course we need to communicate clearly and appropriately, and adapt to new technologies and behaviours, but we don't need to dumb down what we do. Regarding the bureaucracy, of course it is burdening, but I have also seen that good managers and good pragmatists can make a big difference, AND that this can be done according to the values we are</p>

	to uphold. What bothers me more is that rules and regulations and "instructions" are used in many places as control mechanisms over others, rather than as real check and balances for accountability. But overall, more than ever, I want to work for the UN. Thank you for the survey. And Godspeed to our SG.
UN Environment	Answers where I have opted for 'neither agree nor disagree' means that it could go either way, as there is a lack of consistency; ambiguity reigns in some departments and this does not make for fruitfulness as employees are unsure. My department does aim to be free and fair generally, but some staff members are favoured over others by being given enabling opportunities whereas others are not given the same opportunities. Job selection is riddled with who-knows-whom rather than on performance, and staff from some geographical locations are not considered good enough. G-staff are mainly there 'to be seen and not heard'. Unless one has a 'god father', moving up the ranks is virtually impossible. G-staff are given jobs beyond their job description and are never recognised in terms of promotions or open acknowledgement; credit goes to their seniors. It is therefore crucial that all G-staff must have huge provisions of self-motivation and goodwill, otherwise their treatment makes for very disengaged and unhappy workers. Also, in Nairobi, G to P exams are a deliberate move to block G-staff from progressing. A good number of P-staff admit that the tests are not indicative of what we do at the UN and are tailored to ensure minimal pass-rates. This is discrimination and must be stopped. Our new ED did mention that experience must not be overlooked by education, and we would be privileged to hear what our new SG thinks of work experience; does it count for something? We look up, with high expectation, to our new SG to look into our concerns and make the UN internally-friendly as we, the staff, do our best to make it externally-friendly.
UN Environment	I truly believe that there is too many P5s and D1s in my organization, and there is no real accountability for some of these level people either. The cost efficiency is very low, and I would recommend hiring more P2-P4 level staff instead of these senior posts, which are many times quite unproductive.
UN Environment	I believe the UN mandates will remain relevant however we must work on our over the top bureaucratic. Otherwise, the UN will not be able to compete in the current world pace.
UN Environment	UN is no more an organization where it respects its core values and competencies.
UN Environment	I am shocked and frustrated by the burden that administrative rules and procedures put on our daily delivery. The majority of my work time in a technical position is spent on making the "machinery" work to the point that I have become an overpaid "administrative assistant". Simple procedures, at least on paper and in every other work place, become lengthy, time-consuming and exhausting, to the extent that the focus of our work is put on the administrative process instead of on the results we want to achieve. If the UN wants to become insignificant and even more inefficient, this is the path to follow!
UN Environment	There is a major gap in assessing supervisors' performance. Many do not respect the e-pas approach and do not take it seriously when it comes to their staff. There is a important lack of managerial competencies amongst managers, although the organization is highly hierarchical, which results in P staff being isolated and not able to express their potential. This can be very frustrating whilst impacting the quality of the work. This is even worse when it comes to female staff managed by men, and in some cases this is exacerbated by cultural difference (e.g an African man managing a European female). I would highly appreciate stronger accountability mechanisms on managers. The UN should consider taking into account in managers' e-pas some

	assessment by the staff they supervise. This would greatly improve the way we are working.
UN Environment	UN senior managers need to realize that they are accountable for staff performance and morale. That a staff's alleged poor performance is as much a reflection of the manager as the staff. We need to institute mandatory and confidential 360 degree feedback for senior staff because they need to know that they are accountable. Currently we have a system where they feel they can get away with anything. Until they are held accountable, we will continue to experience violation of staff rights and privileges and abuse of authority.
UN Environment	Although the UN does a lot of good, it needs to change with the times. Bureaucracy and accountability are not the same. Inefficiency, excess committees and needlessly long processes drain time - and time is money. In an era of budget cuts, political criticism and demands for accountability, the UN must be efficient and nimble. Decision-making should be decentralised down to the lowest level. Admin should be streamlined to the essential minimum. We are a long way from that - but a reputation for slowness, bureaucracy and inefficiency could become an existential threat to the UN. It is time for radical change.
UN Environment	I think there is a lot of room for improvement in how the organization is managed, how work is planned and how information is communicated. There is a need for a management structure that strengthens coordination and strategic planning, and holds people - particularly senior managers - accountable for their outputs, as well as for the work of their teams. More needs to be done to foster respectful communication and supportive collaboration in the workplace. Staff work in silos, and competition over programme funds and profile, combined with tensions that have developed between people over years due to low staff turnover and a legacy of poor management, all contribute to an atmosphere that is at times negative, unsupportive, and lacking collaboration or a unified approach. Information is not widely or consistently shared, and there is little sense that we are working together as one organization to achieve shared objectives - rather it seems like we are working in the same organization, to achieve our individual thematic outputs/responsibilities that are related to the same overall objectives. This results in missed opportunities for strategic planning/implementation of work and innovation.
UN Environment	It is unfair and not normal that once you have accepted a G Position you are condemned to stay there, which is a source of frustrations, you can resign but you might never be able to get back in; and you do not want to lose your years of retirement. No other business model encourages this because the UN loses a lot of capable people and knowledge, G staff should be able to apply for P positions when they have the required studies.
UN Environment	There is misuse of power and huge inefficiencies in the system at least in some units and opportunities for lateral moves are limited if not non-existing.
UN Environment	Very limited options for promotion and very little opportunities to move from G to P.
UN Environment	The UN needs to invest more in human resources management. Not just to make recruitment processes more people Centred and reduce the Long recruitment process. There must be more HRM experts recruited on talent management, conflict resolution, staff management etc . Especially to be in regional and country offices and not accessible to the HR in the center and HR staff , who have no experience and engagement with colleagues . A lot of HRM in an office not in the center is done by finance admin and senior management; and G staff with no HRM experience

UN Environment	Please improve conditions for individual contractors and consultants. With so many limitations, it is hardly possible to do a proper work. They cannot represent the UN, but have to do very important things.
UN Environment	My very positive responses to many of the questions regarding my department are grounded in the fact that we are a relatively small team and have our own "embedded" admin team, which is greatly beneficial to quickly resolve many day-to-day administrative matters. My experience dealing with administrative matters that can not be resolved by our local team, but involve colleagues in other locations, e.g Nairobi (UNON, UNEP) is far less positive. I believe for administrative services to be able to best support substantive work it is ideal for teams to be integrated like this, rather than distributed over several locations or departments.
UN Environment	E-Pas one is supposed to be written exactly what has been happening. You will find the bosses don't want that. It is very traumatize writing everything and quarreling you in the end. Please way one is suppose to do this E-Pas? Some bosses are not friendly it makes us look like bad staff around. Please do something.
UN Environment	please (PLEASE!) implement the mobility without watering down the principals. Move staff between duty stations to break 'old-friends' mentality.
UN Environment	A real promotion system based on performance and experience is lacking. The standar recruitment process and procedures shouldn't be used for promotions.
UN Environment	In many cases, the Head of a UN organization has genuine good intentions when s/he takes offices. But when s/he wants to start improving things, difficulties typically arise at two levels: 1) Inadequate UN rules and regulations, or systems restrictions (e.g. Umoja). 2) Resistance from middle-layer managers who tend to defend their territories and act as lawyers making their cases, instead of being true neutral advisers for the interest of the organization. There is no magic wand to resolve the above issues. Nevertheless, the Head should try hard to: 1) Collaborate with relevant entities to improve inadequate UN rules in order to make the organization more efficient. 2) Never blindly trust the advice given, and sometimes get involved into some nitty-gritty details to validate such advice.
UN Environment	UN Environment organisational (matrix) scheme remains a huge issue.
UN Environment	The biggest problem in the department is in not sharing and retaining information, and no team-spirit. Meetings where information is shared openly are rare, and issues are rather discussed in closed-doors bilateral meetings, which creates mistrust. Some team-building training involving all staff would be helpful.
UN Environment	-Working at the UN appears attractive and interesting to people on the outside or to the public, but once you're in the organization, you quickly learn it's not what you thought it would be like. It's not a positive experience for everyone and soon what drew you to the organization in the first place fades.
UN Environment	The time has come for our organisation to step up to its mandate and put politics aside. We are not effective at preventing crisis nor are we responding adequately at times. Internally, we are a mess - this is due mainly to the issue of too many under qualified managers and more senior staff struggling to even understand their mandates within a global context let alone a local one.
UN Environment	Many consultants are actually working as staff without the recognition, benefits, etc. They should either be 'real' consultants with specific TORs or hired as staff.
UN Environment	NONE

UN Environment	The issue of mobility is one of major concern to work-life balance especially where people have spouses working full time outside the system. The system does not respect them as people.
UN Environment	There's corruption at all levels. Personal agendas dominate work, recruitment and opportunities. Despite being the organization calling for the most ideal core values in the the world, some of my colleagues and I have been subjected to the ugliest harassment acts I have never thought would face at the UN. Favouritism and corruption, ignorance at senior managemnt level and complete disregard for staff memers' wellbeing. I have been transformed from a UN loyal team player who always strived and worked hard to acheive high to a reck with less efficiency and major health issues. I reached out to higher managemnt for help but was not aknowledged nor given feedback. I am not disappointed in the system; I am disappointed in the people who run the system.
UN Environment	We have a lot of rhetoric on ethics, human rights and integrity however there are many examples where you do not see this being practically followed within the organization. Senior Managers are able to get away with mistreating staff. In the SGs Report on disciplinary matters a lot of the cases are of junior staff. We do not see that Senior Staff are held accountable to the same standards as expected from Juniors.
UN Environment	Administrative and HR bureacracy in the UN still remain sone of the most bitter pills to swallow. There is a strong feeling that UN-HR tends treat employees like it is a big favor to work for the UN, and therefore you are dispensable, not needed. That is the worst feeling for employees to have in a employer-employee relationship. It does not motivate people to do their jobs, it compels them. The UN HR has to find a good balance between motivating and compelling employees to do their jobs. It is quite possible more than 80% of UN employees work for the UN because they like the UN pay, not the working for the UN. The question is, how many UN employees will choose to remain with the UN if they got the same package and benefits elsewhere?
UN Environment	Please do something about the racism against blacks and junior staff. The cronyism and nepotism is too much.
UN Environment	Please differentiate between consultants and staff. I do not have figures on the balance staff versus consultants, but at UN Environment Geneva I estimate this would be approx around 30% staff - 70 % consultants (doing staff work). Consultants will fill out this survey very negatively.
UN Environment	I have witnessed abuse of authority, harassment and discrimination. It is a pity that senior leadership is not being held accountable. It is fair to say that my Organization is being run by some in leadership as a private sector and not as a public sector. As a tax payer, I am ashamed. As a senior woman leader who has become a victim of abuse of authority, harassment and discrimination, I am totally dismayed. I pray and hope that we walk the talk. I pray and hope that our new SG and DSG hold all elements of this wonderful United Nations accountable - clearly if we are to achieve geographical and gender parity, we should look within our hearts and leadership and say, how are we treating our staff??! Total and rampant abuse of authority, discrimination and harassment should not be condoned in the UN. Senior leaders who are abusing staff should be made to leave. There is a total disconnect between the Joint Medical Services, OIOS, OSLA and the MEU - why does the UN not ask for the list of those found to be wanting/guilty of abusing the rules and regulations of the UN and ensure that they are removed from the System? Just too many are suffering and the world is looking up to us to 'save' it. How can we save the world, when we refuse to 'save' ourselves!
UN Environment	Expectations for the UN to deliver on peace, security, environment, etc are extremely high. It is not possible to deliver against these expectation for a number of external factors. Coupled with heavy internal bureaucracy, this creates challenges for UN staff.

UN Environment	The use of disposable workforce is shameful for an institution promoting democratic values around the world. The institutions takes advantage of its monopolistic position in international development and takes advantage of young minds trying to contribute to a better world order. The UN has become an autocratic entity that concentrates power at the top.
UN Environment	I feel my department is loosing sight of its core mandate and objectives. Communication is currently considered as an own objective in itself, and loosing substantive content. Bureaucratic processes, linked with unflexibility of UMOJA are overburdening the operations, and consequently, emptying the mandate. Performance of staff is only valued in quantitative manner, and not qualitative. More inspirational leadership is needed to be able to perform individually and in team.
UN Environment	- Proper training for staff at managerial level to learn how ethically and fairly work with their staff. - GS promotion should be considered especially for staff who are working with commitment, taking responsibilities above their level, working for years at the same grade/step. which have impact on their pension and quality of life after leaving the organization.
UN Environment	Department Head should eliminate discrimination and treat all staff equally as some staff are promoted because they are 'liked' and not by merit.
UN Environment	I feel that management is more and more disconnected from staff. Decisions are often taken in a rush without prior consultation or further thinking about the consequences on the work conditions or on the quality and relevance of the deliverables.
UN Environment	The current administrative and bureaucratic systems make it increasingly impossible to do my work. I spend most of my time in pushing through and fighting the internal system and not delivering services to the member states. I am happy with the organisation, colleagues and the management, but not with the systems, procedures and processes. My challenges are not to find the resources to do my work, or to find governments and partners that are interested to work with us. My challenge is to fight the internal system to be able to deliver the activities I am responsible for (I manage a team of 20 staff)
UN Environment	On missions, only those who had early gone have a high chance of going. There is not transparency when one apply for an opening as they are only for 'rostered' applicants. New higher grade vacancies are no longer available hence no career growth.
UN Environment	LOST RESPECT- THICK WALL BETWEEN GS AND P CATEGORY 1. Through the kind office of the UN Secretary-General, may the system do away with G to P examinations for career development, growth and motivation for stagnated and demoralized General Staff category? 2. Too much of delegation of authorities to the managers in hiring has encouraged nepotism, favoritism and payback to their friends in the areas of volunteers, staff selection and promotions in Nairobi Duty Station and even recommending firing whenever they feel like. General Service Staff category is an intimidated, frustrated and demoralized lot. Managers do not appreciate rich knowledge, expertise and experience from General Staff. Is it the Title General Staff and the wide gap in remuneration at the same Duty Station that warrants “Second Class human beings”? A duty station where one is engaged in G4 and retires after 25years or more at G5. Where is fairness? 3. May there be measures for fairness in giving chance to staff members willing to serve the UN Secretariat in the Field Mission? This is part of motivation and career development however currently the same staff members have been saving out there from 5,10 years and beyond moving from one field mission to another to another blocking new assignments completely. Stress Management and UNDT have higher numbers in their statistics due to the above practices. The loyal General Staff Category to the UN Secretariat pleads for help Mr. Secretary-General.

UN Environment	Staffing: I feel strongly that the UN has no system to recognize talent. Managers are not held accountable for non-performing staff - this is a huge problem for the UN in general.
UN Environment	In terms of fairness, consultants and independent contractors are completely undervalued and seen as dispensable. The entirely antiquated recruitment and hiring practices make it EXTREMELY difficult to hire competent and dedicated staff. Moreover, the rules leave us no choice but to either let go of competent consultants, independent contractors, and interns, whom we have spent time training, and who know the work, know the procedures, or they go search for other opportunities given the uncertainty that plagues their statuses. An overhaul of the system is long overdue.
UN Environment	the conditions for consultants are not ideal. Many consultants are expected to work as staff but do not benefit from the conditions that staff have. there is lack of support for people with disabilities or particular health conditions
UN Environment	I feel that if GS staff are performing extremely well for over 30 plus years, there should be no need for a GtoP exam to excel to a P post.
UN Environment	Trop de tâches redondantes entre les départements administratifs. Trop d'incompétences des professionnels dans la gestion administrative et financières
UN Environment	It is good with new strong leaders of departments that bring in 'real life' experience to what can become to internal UN concerns
UN Environment	Please stop asking interns and UNVs to do the job of Professionals.
UN Environment	Survey confusing when rating of supervisor is requested for. My rating above is on the director of my division, and NOT my first supervisor. NB welfare and health - spaces next to light/air/window are reserved for P staff, not for GS staff. After closed offices and airy spaces are allocated to P staff, GS staff work from smallest desks next to collidor. Very discriminating indeed!! No official job description have been provided. I therefore capture tasks verbally told on my EPAS. Some of the tasks verbally told to perform are those not desired/hated by favoured staff. Despite above, I am very proud to work for UN and do my total best in all tasks assigned. I ensure that all tasks are accomplished. To serve the UN better, I have spent a lot of my private time and GS salary to advance my skills. However, I stand no chance of getting a P position. I hope UN will have a system where the supervised can also rate the supervisor's supervisory skills. With a clear focus on the wider goal, I am proud and happy to serve the UN and do my total best to accomplish all tasks assigned.
UN Environment	After 35 years of loyal services within UN and will be soon retired, I feel that the productivity is less and staff is more concerned about their benefits now. They are less motivated that in the previous years. The world is facing a urge financial impact UN is far behind reality although changes should now improved the effectiveness of productivity. I felt sorry to leave the UN Family in such a negative attitude.
UN Environment	I strongly believe in the work of the UN and think it's work is very relevant in addressing the myriad of challenges the world faces today. But the UN has lost its respect, integrity and lacks competent leadership that inspires and motivates staff to deliver their best. It all starts with the leadership, who must lead by example and treat all staff fairly. There's a culture of too much impunity and corruption within the UN system which needs to end!
UN Environment	It is unbelievable that all sorts of discrimination exists in the organization. Racism, unprofessional and unethical behaviour. Blacks and particularly Africans are at risk.

UN Environment	The UN is a great organization to work for and remains relevant. However, some departments and managers give the organization a bad name. Racism and unethical behavior surrounds the organization, with very little staff retainment. There is a disregard for certain staff, mostly nationals or those at a lower level. Something needs to change.
UN Environment	Staff are reluctant to share information that would facilitate fellow colleagues' work. Also not enthusiastic about sharing knowledge.
UN Environment	.
UN Environment	Harassment and abuse of authority needs to be taken much more seriously and corrective actions made apparent to staff rather than tacitly allowed to persist. Senior managers need to be fully open to flexible working arrangements if the Nairobi duty station is to be considered on par with staff work life balance options offered at New York, for example.
UN Environment	Unfortunately, I believe mismanagement at the most senior levels has ruined the UN. There's too many Queens and not enough worker bees.
UN Environment	While I am very proud to be a UN staff, the opportunity for growth for support staff is limited and more so for regional offices, and worse for a staff who clear the YPP process. Working from home is not cleared for in general, even when staff can provide tangible evidence of work achieved. This is one area that UN should consider to encourage, given that majority of operational support is provided electronically and easily possible in a country such as Bahrain, thus creating savings in operational costs, office expenses, reduction of commuting/CO2 emissions and so forth. Another area of concern is the stopping of increments in pay after step 10, which is most unfair, given that cost of living continues to rise.
UN Environment	United Nations needs to re-evaluate the way staff members are recruited and performance needs to be taken serious be it at the support or professional level. Most of the times we are held captive because you cannot correct your supervisor which they do not like at all at all. There is a big difference between leadership and management which is what the professional staff lack. Non-performance should not be tolerated at all at all and this is what is ailing the UN system.
UN Environment	In my view to the SG most UNEP managers lack leadership skills and inter personal skills. Some treat people like children . Most are all very uncomfortable with our professional qualifications and number of years of experience. Instead of complimenting they mistreat us
UN Environment	I think the division and specific team I work for has a good work environment, but I have heard of a lot of harassment and abuse of power from other offices, including different treatment of people of color and women. I just hope there are enough people answering this survey to reflect these unethical practices.
UN Environment	I feel that local staff who do the same kind of work with the international staff should be paid the same as the international staff. I also would like to see the UN recognize the staff members papers eg. Masters degrees and grade them accordingly. A masters degree in other companies including the government counts for 2 years of service but not in the UN, its my understanding that general staff are only required to have high school education and that's why undergraduate and masters degree count for nothing, yet when the actual interviews are being done they look for people who have undergraduate degrees and masters, and don't pay what they should be paid because the advertisement asked for high school certificate.
UN Environment	The Department Head may not know what is happening down in divisions. Due to implications, staff fear to express their grievances. Some managers exercise abuse of power. A lot of inequality between professional and national staff, where GS staff at higher levels are not given

	any challenging roles, which hinders career growth. These category of staff are even more educated professionally than those at P level. A change needs to be made in this. There should be flexible bureaucracy to enable easier accessibility to the Head of Department.
UN Environment	Fantastic job have been very happy to have worked in the UN for so many years
UN Environment	UN is killed by bureaucracy and nepotism. Make only merit-based appointments and radically reform the ways how we do business.
UN Environment	The Organization should do away with the Leadership Dialogues - Managers continue to disrespect all the values of the UN daily.
UN Environment	N/A
UN Environment	Managers should get special training considering our kind of work as it is not measurable and results are long-term.
UN Environment	The unfair mobility scheme should be changed. Why can staff in comfortable New York and Geneva stay 7 years on their post and in Nairobi only 4? This is the world upside down!
UN Environment	The reason for most of my 'disagree' comments is because of the negative impact of unfair treatment of general service staff in Nairobi duty station. No matter how well one works or how much effort one puts in their respective duties, promotions are based on race. There is no respect for the general service staff regardless of which job they perform. Many are the times a G staff will be executing a P level job but will not get promoted or recognized and for the same job to be given to someone whom they train. Thank you for reading my candid answers.
UN Environment	I have based my responses on a Division within UN Environment.
UN Environment	The current leadership in our department is despicable. The leadership principle is "abuse and use", nobody wants to say anything as nobody wants any further problems. People are being hired on "my ex-companion" basis and internal qualified candidates are being ignored and disrespected. I have been working for UN for quite some time now, but this is the worst situation ever. Some UNEP seniors totally ignore the rules and competencies, and think they can do anything they want and since no staff is coming forward, they continue to do what they want without any consequences and are being covered and protected by even more senior officers in the UNEP.
UN Environment	Often internal politics affects the ability of the organisation to deliver results. One key improvement would be the recruitment process. If it could mirror the private sector by being more thorough (by including assessment days, scenario exercises and group interaction) to place more emphasis on soft skills and teamwork. If it could also mirror the private sector in being quicker, where typical start to finish time is within a month. Ultimately good people will make the UN a success.
UN Environment	We not only have to concentrate on the leadership but also other staff members who make it very difficult for supervisors and leaders to perform their duties effectively
UN Environment	I would recommend the UN as a career option to a friend - No especially because your academic qualifications are not concomitant to career growth. When you join the UN you will be subject to random progress exams such as GGST and G to P which dilute and or ignore the fact that you are well educated.
UN Environment	Actively considering resigning after many years of committed service due to the unprofessional, intimidating and abuse of power shown by senior managers in CMS.

UN Environment	I am not convinced that these questions capture the essence of the problems at my office. In particular, most staff are never there, the level of micro management is stifling and email communication is used for the superficial demonstration of work rather than its actual performance. The level of incompetence is absolutely horrific and the management of the Umoja project is atrocious.
UN Environment	Administrative delays should be addressed. The treatment of consultants could be improved in terms of contract terms provided, responsibilities and respect for contributions made.
UN Environment	It would be nice to work in an environment where staff and supervisors all apply the rules the organization has in the same manner across the border.
UN Environment	In view of the above responses, I believe the UN system needs deep reforms to be in line and fulfill its objective....From what I have seen, 50% of the UN staff is not motivated by the organisation's goal but personal profit goals.
UN Environment	Managers are hired for their expertise in the subject (environment) as opposed to their ability to manage people. These are two completely different skill sets, so we end up with very qualified environmentalists who are unqualified to manage others. I began my career in the UN as an unpaid intern, and am now a consultant with no job security (3 month contracts), no health care, and am expected to carry the responsibilities of a staff member without the compensation. The majority of the work is done by the consultants (and interns), and the percentage of consultants to staff is shocking. The vast majority of consultants leave UNEP after 2-3 years because there is no job growth potential. This means a huge loss of institutional knowledge. Looking forward to seeing how the UNOG Staff Coordinating Council can support the consultants (who are fulfilling staff roles without the compensation). Thank you for taking the initiative to conduct this survey.
UN-Habitat	Consultants are highly discriminated against. E.g. in the Nairobi office, together with interns, they are only allowed entry and access to the complex through the main entrance. If there was to be a security breach, obviously it would be through staff members who have easy access to the complex without being searched. Consultant processes are deemed not urgent and thus dealt with at the convenience of G staff. Be it contract processing or payment processing. It has to be a push and pull. Overall, consultants are not considered in the UN system.
UN-Habitat	No department works in isolation, so some of the major hurdles are because of the nature of entire organisation.
UN-Habitat	Most of the national staff working for UN-Habitat has no access for any capacity building training or work development that requires for staff which the necessity of securing the highest standards of staff efficiency. The staff shall receive support and knowledge development to fulfilment of purpose of work which takes part and is reflected to organisation work.
UN-Habitat	I am left alone in my country programme by my regional office. I work under one person's supervision from the Regional office which is a defunct entity by now. They work completely in silos and the RD is completely dissociated with the work in the Country. I have no place to discuss the issues and problems that I run into while running this most diverse programme of UN-Habitat in Myanmar. While I enjoy respect from the Government, donors and the fellow UNCT colleagues, my regional office is not supportive but troubling. Therefore my rating above goes so badly negative. HQ is simply too far to know the country's issue and RO provides the firewall. No support to keep me effective, efficient and functional and no support for resources mobilization. We do all RM in the country with the help of a wonderful team of people in the country. This country requires a HQ mission to determine what kind of situation our country

	programmes are going through at the hands of ROs alone and at no support from RO.
UN-Habitat	The Staff Committee has caused a bit of embarrassment before Member States. All those struggling for being recognized as President, Vice President, etc., should NOT be allowed to run for office, and let others run for office. This way we shall have a unified Staff Committee, free from embarrassment before Member States.
UN-Habitat	No comments
UN-Habitat	I am at the moment really enjoying my team and my work, but I had a very bad manager for too many years that affected deeply my life and psychological health, I was harassed daily, I had no space to grow, I had no voice, and my skills and expertise were not valued at all. I think this initiative to make supervisors accountable for how they manage their human resources is extremely important. Thanks for this initiative on behalf of all staff that suffer from poor management.
UN-Habitat	Supervisors that are submissive to their bosses anticipating promotion should be avoided from the system. These are the critical problems for the performance and credibility of the UN.
UN-Habitat	The Secretary-General must carefully look into the management of UN-Habitat. The mandate of the organization is vital and key to human settlements and sustainable urban development, however the leadership is somewhat wanting.
UN-Habitat	1) Position exist unnecessarily without considering the required expertise, qualifications and capabilities of staff member, while there is too much workload in some other area. 2) For some position supervisory roles is given without considering the required capacity and professional qualification of staff member.
UN-Habitat	Financial constraints have a strong impact in the work environment and communication gaps worsen insecurity and distrust feelings.
UN-Habitat	International staff behave as if they are untouchable. They often treat local staff with disdain and as their personal employees. Even if you can gather enough confidence to file a complaint, there is no feedback and no consequences for international staff. Also, international staff take advantage of their position as managers to hire "friends" with high salaries as consultants to supervise GStaff. The system does not reward its own employees, for example: a G4 applies for a G6 position and is automatically disqualified even though that person has all the prerequisites just because that person can not jump from a G4 to a G6; in these cases the organization prefers to short list people outside the organization that do not fulfill requirements. Being a GStaff is often viewed as inferior and don't have the chance to ascend within the organization. The G to N exams are only available for people of a certain age. It is a culture that a GStaff can't improve and study and capacitate to reach a better position. GStaff that are away from HQs are not privileged with seminars, capacitation, trainings and in the case of my duty station when a training is available the office only sends consultants. There is no interest, from the organization, to invest in its Staff Members.
UN-Habitat	I do not have any kind of feedback from my supervisor. I do not have freedom to implement new technology to prevent future problems at the office.

UN-Habitat	Women are SEVERELY discriminated against in terms of career advancement, promotion, visibility within the agency and opportunities. Administration is made unnecessarily bureaucratic by Umoja, UNON and UN-Habitat administration processes, resulting in loss of huge quantity of time for no benefit.
UN-Habitat	The way the Director manage this Regional Office is the opposite of what I have seen in the last 15 years working for UN-Habitat/ROLAC with four different directors. No new projects, less money, dismissals and no internal communication. Thanks for the opportunity and well done Mr. Guterres. Obrigado!
UN-Habitat	I believe that the United Nations is relevant and the sole institution capable of dealing with the current global challenges. However, the excessive attention to hierarchy among other issues undermines accountability and an institutional culture that promotes the sense of entitlement diminishes the efficiency of our work.
UN-Habitat	Observations from 20 years in the department: 2nd and 3rd tier management in my department are largely naive, insensitive and self interested. None have any field experience, or a practical understanding of operational efficacy. All are largely focused on perceptions of MS's and ingratiation with the Principal; compromising bilateral donor relationships through mandatory XB funded cost-recovery (to fund their own posts) to the detriment of credible negotiation of agreements by staff.
UN-Habitat	At UN-Habitat, job cuts have been many, causing many staff to perform duties at higher levels as compared to their job descriptions. There are Senior Managers who are convinced that cutting more staff would be best for the organisation, but they have not given a plan as to how the excess work will be managed with fewer staff. Many donors view us as unable to deliver, whereas it is because of the staff situation. The management is weak in terms of the reorganisation of UN-Habitat, that has taken many years without concrete results. Promotions are given to those who are in agreement with Management, and those who are not are victimized and ignored.
UN-Habitat	If one is reported by a fellow workmate to the Chief/Coordinator/Director of department, would request that above also arranges to meet both employees or refuses to act on hearsay.
UN-Habitat	My opinion from experience and observation is that Not all managers are leaders. In the context of UN-Habitat, the fact that substantive officers are good in their work, does not qualify them to supervision roles as they end up confusing the entire environment. And as much as they fail to deliver in their supervision role, the senior managers tend to favour them in fear of?????. The same managers who are expected to supervise and guide others are evidently their 99.9% on flights and missions and in the short time they happen to be in the offices, it is all about them in processing their DSA and meeting their needs - a role that is normally done by the support staff. To them, career growth and development for their juniours is not of importance. Well, I am a support staff, and I was one time consulted by an intern who had travelled all the way from United States to Nairobi to learn through her internship contract, as she was leaving after her six months, she expressed her frustrations and mentioned that she had confirmed that discrimination is so so real in the work environment. She was a black American and she regretted having come all the way only to be discriminated. And as she narrated that, her tears were flowing. For me, I clearly understood her frustrations so well, as it had never been better for me, and despite watching fellow colleagues resign and others giving excuses in a camouflage manner to resign from their roles, I did not have any option as a single parent with children fully depending on me, other than to stay and go through the pain and depression. No matter how much I raised my concerns to the managers and in meetings, somebody tried to silence me by saying that I talk too much. But how did I talk too much with so much evidence of great achievements towards my career growth. As a result, I have always applied for job opportunities outside the UN system. My

	<p>recommendation on the way forward is that the system ought to define the qualities of an outstanding leader and supervisor. And supervision and leadership roles ought to be aligned with the areas of speciality. E.g A substantive officer in the area of environment, should not be left to supervise an administrative assistant or an Accountant, but instead supervise those in his line of skills and knowledge. I also recommend that UN cease to use similar administrative mechanism as those used +20 or +30 years ago - but instead realize that time has changed and brought about different challenges, skills, systems and expectations among many other list of changes. My experience have confirmed that some course including Mandatory training are only meant for support staff and not supervisors. As a result, a newly recruited substantive staff is tasked to supervise even without any knowledge of the UN core competencies. Anybody can cram for an interview and master to answer the competency based interviews and that need not compared to someone who have mastered the competencies while on the job for several years. Finally, let us be aware that in a sack of good potatoes, not all are bad, but the few which are rotten, can quickly ruin the whole sack no matter how good and strong they may look.</p>
UN-Habitat	<p>Thank you for this opportunity. I am a strong believer in the UN, and totally committed and dedicated staff member. But, as years have gone by, I have seen less and less accountability of the most senior management, Recruitment of new staff with commitment and dedication has deteriorated over the years, and the procedures have also become incredibly long and cumbersome. Senior colleagues in the Secretariat in New York seems to only believe that they are committed, honest, and work for UN and therefore they constantly ignore the relevance of the field or country specific personnel and never appreciate the concept of decentralisation for departments that are field oriented and operational. The example can be seen in how IMIS, which started in NY, was forced upon field oriented and operational departments or agencies resulting in major bottlenecks and inefficiencies and failures, not to mention costs to the Organisation. Or, take Umoja: while in theory Umoja is supposed to make the life of everyone easier (and I understand it takes some time for it to settle in), concentration of authority in NY (or other Hqs. related duty stations) under the pretext of integrity and efficiency actually has the exact opposite effects. I have had serious issues with the withdrawal of Delegation of Authority to department and agency heads, and concentrating all authority for NY staff. This is against the concept of decentralisation and is a major hinderance for field operations of agencies such as UNODC or UN-Habitat; agencies that UN Hqs. staff have no clue about their actual work. If a field office needs to buy anything more than \$40,000, for example, we have to go through Hqs.!! So, to buy a Toyota Landcruiser, we are at the mercy of NY! As if we are all incompetent and inefficient in procuring a Toyota at a competitive price! So, an issue that I suggest to the SG is the fact that we need to have accountabilities and responsibilities in place, and for agencies or departments that have field or country operations, decentralise as much as possible to increase our efficiencies and relevance; we need a mechanism that field managers are trusted and elevated authority to deliver their task faster and gain the trust of the host countries and communities as well as the donors, and not ending up in a system that would be worse than the host government procedures. Further, it is absolutely clear to me that the overall performance of the UN from the 1990s has deteriorated and we have also made ourselves less relevant on the world scene: the inability to prevent or stop the genocide in Rwanda/Burundi, the Balkans conflict, and many other global events that the UN could have been more proactive but pushed back by the Great Powers. I am aware of the credentials of the SG, and I truly hope that he can shake us all and inject a new life into the UN at large. I, for one, am all for change and improvement in order to remain loyal to our original ideals and betterment of the world peace as well as the living conditions of millions of people in dire need of our intervention.</p>

UN-Habitat	My department, UN-Habitat is the worse UN organization to work with under the current Executive Director of Dr. Joan Clos. Nepotism and racism is order of the day. The bureaucracy of the UN has collapsed under the Executive Director. The organization lacks funding to run the organization because the donor countries does not believe in the governance structure of the organization
UN-Habitat	1. When supervisors retire or move there should be clear communication on who takes over and who reports to who. 2. UN-Habitat has given consultants a lot of authority over staff and yet consultants from the staff rules are only hired for a particular assignment once completed they are paid and are meant to leave -this is not the case with UN-Habitat. 3. Why do our supervisors and head of branches invest a lot in consultants train them at the expense of staff, consultants are experts why should the managers train them? Yet ignore staff. 4. No information on what is happening in the organization even after Habitat III instead managers convene a meeting with consultants to discuss Urban agenda and Habitat III outcome yet no General staff is involved is that how the UN is meant to operate. 5. Managers should be evaluated, if they can't fund raise or meet their targets they be relieved of their duties.
UN-Habitat	SG should look into mismanagement of Organization resources and blantant abuse of power. I do not believe this survey will yield to anything positive. If accusations backed up with evidence against the current UN-Habitat ED have been presented to the highest office possible and nothing happens or he is absolved then this exercise and many others are just a sham! Racism is live in the UN more than anywhere else and its is sad that I work for such an institution where promotions and recognition are on the basis of your skin color in this day and age.
UN-Habitat	We have serious problems with the senior directors at UN-Habitat, particularly the ED. Management does not communicate effectively with staff. The Executive Director is not a good manager, does not trust his management team and is not respected by the organization. The ED seems to have set up a separate organisation (the Habitat III Secretariat) which manages important communications projects of the organization such as the World Urban Forum. Pretty much everyone is just holding their breath waiting for him to retire. There are issues with sexual harassment and antisocial behaviour by one senior director that has not been dealt with, even though it's very well known.
UN-Habitat	I am soo proud of working for the UN (having worked in Geneva and Nairobi) and have experienced very different leadership situations. It all depends on your supervisor and if he is a good manager. I think it is not easy to get a job in a different area of work nor to get a chance to get promoted. UN-Habitat doesn't offer a lot of career opportunities even though it is doing very important work and is such a great agency. But: the UN was my dream and still is, even though bureaucracy sometimes is very tough.
UN-Habitat	The human resources management at UN-Habitat strongly needs close watch and monitoring by UN HQ NY management. There is favoritism, unfairness and opportunity for exploitation of staff members. There is a general mistrust among staff and equally a sense of mistrust to the management and leadership. Overall, there is inconsistency and unfairness in treatment of staff. For example, the management refused in many instances to upgrade, at the request of hiring managers a very few posts for financial reasons although the requisitioning manager committed to meet the funding requirements. Fair and fine, but at the same time, the management upgraded a number of posts i.e. from D1 to D2, from P5 to D1, from P4 to P5, from P3 and P4 and the list goes on simply because these posts were earmarked for few favorite individuals (evidences are available). Why were not the financial reasons applied in upgrading those posts? Staff holding the same roles and responsibilities are treated differently and not equally in terms of their salary level and rank. Moreover, the Executive Director does not respect and apply consistently, the policy that he established it himself for internal and lateral moves within his department.

	Accountability measures should be established to hold staff members at all levels responsible, liable and accountable for their actions and behaviors. Rewards and punitive measures need to be established and applied to all staff consistently. Individuals should not be allowed to treat work and staff/clients based on their likes and dislikes, perceptions, mood, personal relationship with others etc. A strong corporate culture needs to be established in UN-Habitat where staff will be forced, encouraged and reminded to treat and behave strictly in professional manner. Fairness and transparency needs to be established, enforced and monitored.
UN-Habitat	there should be more mobility opportunities, job grades should change after some time (say 4-5 years) instead of remaining in the last step for 20 yrs (I feel this is too long and demotivates). The G staff are mostly affected by this. Single parents for local staff should also be given an allowance just like the P levels and above over and above the dependence allowance.
UN-Habitat	I have no problem with leadership in our department. However I have serious problems with leadership in the organization and the survey should have addressed this
UN-Habitat	Since it is costly to pay for staff to work in the office building please start to consider working from home for Nairobi based staff. At the office, the UN pays for electricity, rent, computers, office space, car parks etc. With working from home option, many costs can be reduced. This also assists the staff member to be more flexible. The staff can meet in the office every month in meetings.
UN-Habitat	Apex senior management has lost trust of staff and member states. Senior management uses the UN for self serving interests and is not there to serve people.
UN-Habitat	With the particular financial situation UN-Habitat is facing it is not easy to work in . This affects all aspect of work and is neither a sustainable nor healthy working environment. Something has to change. Now.
UN-Habitat	It all depends on who your first reporting officer is. If the first is an honest person, the work environment is fine, if he is not honest and fair, some team members suffer.
UN-Habitat	thanks
UNAMI, Iraq	We work in a highly stressful environment and live in a confines of a compound where it is difficult to find a work and life balance. The fact that the duty station has a 4 week R&R cycle is being used by some managers to mean that staff should be overworked. Our working hours regularly extend well into the night and we are required to work most weekends. While at times this is warranted due to prevailing situation in the country and political developments, a lot of the time this is to do with a fact that senior leaders do not give any priority to staff needing down time and personal space to de-stress from work. Coupled with disbalance related to work distribution, this leads to low staff morale and difficulties in retaining good quality and motivated staff members.
UNAMI, Iraq	Managed Mobility is demotivating and contra-productive. People shall do their job at their duty station as long as they perform accordingly.
UNAMI, Iraq	no other comment

UNAMI, Iraq	I am very fortunate to work in UNAMI Human Rights Office in Baghdad, for the above reasons. What this survey doesn't capture is the frustration that field staff experience after years of applying without success for posts New York and Geneva. If you don't know someone there you can forget about getting a post on merit - unless you build and use contacts in those places - which is against the principles of integrity and professionalism. We also doubt that "rusty" on headquarters staff are prepared to go to the field or allow field staff to work at HQ. Why are these people working for the UN if they are unwilling to serve in the field? HQ seems top heavy with staff serving their last decade or so before retirement and consuming a lot of resources with questionable benefits to the organisation.
UNAMI, Iraq	One of the most pressing matters within the Organisation is that people are not held accountable for their work/actions. Low-performing colleagues are not fired, whereas high-performing colleagues are not automatically considered for promotions. In the end, the HR system is not sufficiently catered towards merit.
UNAMI, Iraq	Promotion policy is very pure. I was told many times that contract I hold (Fixed-Term Appointment), FS-5 is not carrier contract.
UNAMI, Iraq	NA
UNAMI, Iraq	Favoritism and retaliation need to be addressed
UNAMI, Iraq	Unfortunately UNAMI has become a mission where as a staff member you can no longer expect equal treatment - all is about preferential treatment of who knows who and how is related to who. There is a lot of abuse of authority, harassment and mismanagement. Everyone knows about it, but no one dares to talk about it or raise it... because to management does not seem to care and plus you risk that your life would turn into complete nightmare - you might be denied accommodation, daily services might not be there, etc... And top management does not care about the welfare of the staff - some live for more than a year without assigned accommodation (in a mission where renting and living outside the compound is not an option). Being a woman in this mission is becoming more and more difficult - it seems that women are being recruited for the number only, but are not being treated equally. Nice words, but nothing implemented in reality. You can be the only woman in the department and be continuously excluded from information sharing, meetings, decision making process, etc. Priority is given to men when it comes for career development and international trainings (national and international staff). It is assumed that women "would not want to attend anyways..." , which is not true... in most cases they are not even given this option, or if given, it is presented in such a way, that they understand that they'd better say no...
UNAMI, Iraq	The UN's stated mission, values, and principles are good enough. However, the organization is paralyzed by a suffocating imperious bureaucracy devoted to process over substance, lack of responsiveness and respect from HQ toward the field, incompetent managers, and moral cowardice. Instead of imposing more rules and mandatory trainings, the UN needs to turn itself into a truth-seeking organization that constantly solicits and acts on feedback from staff and clients to streamline processes, take risks, demand excellence, and reward initiative. The vast potential of the organization's employees is wasted by its processes and culture.
UNAMID, Darfur	Auditors or other mandated officials should inquire or look into issues of harassment, abuse of authority at workplace by certain Managers, Chief of Sections or Supervisors without waiting the cases going through Conduct and Discipline channels.
UNAMID, Darfur	The UN should have a general review and make drastic changes to play its original role to really treat people of all walk and nationality equally and fairly. Duplication of activities needs serious

	attention and solution.
UNAMID, Darfur	I believe the roster system is the worst reform that UN ever put in place. Since alot of people are assisted to get on the roster. There are many who are performing their assignment with excellence and are not on the roster and others who know nothing about a specific discipline and are rostered in that area. Some are rostered in 4-5 different rosters. The e-pas ssystem is good but abused. There are staff who are close to supervisors who are permanently exceeding performace without any justification. Nothing innovative being introduced into the section by these people but every year they are exceptional. UN must have a ability to review these e-pas beyond just the reporting officers. It is used as way to "reward" the staff close to some reporting officers. UN will end shooting itself on the foot if some of these issues are not corrected. Stop the rostring until a better way is found and have performances who can review e-pas to evaluate the permantely exceeding performers and the non-performers.
UNAMID, Darfur	The chief does not respect authority. When a staff is posted to his section he does not respect the letter of re assignment. He manipulates post to reward those in his clique. He calls others idiots as long as they are not in his cliques. Uses national staff to spy on international staff. Does not talk to staff with respect creating a very negative spirit in the office. We pray that he gets moved to some other mission for the spirit in the office to improve. The shy he is under investigation that puts his integrity at stake as well
UNAMID, Darfur	1. Abuse of Authority is rife 2. Nepotism and Cronyism are practiced shamelessly
UNAMID, Darfur	In DPKO and DFS where I work, bureaucracy and power struggle comes before actual work. There are people who show up at work just to engage in office politics all day and hinder those who want to do an honest day's work.
UNAMID, Darfur	Recruitment in UNAMID Aviation section seems personal. UNVs working in this section are hardworking and CRB clearance but management will always wait and recruit people known to them. These UNVs always show interest in Aviation vacancies but they will be left to leave at the end of their Term of reference, this is not encouraging or motivating the Aviation staff, most are overworked as the section waits for new staff to be recruited and sometimes new recruited staff have to wait for a long visa process. The situation is leaving staff grumpy and complaining as they work 6 days a week with very long working hours. In my own opinion, these UNVs with good experience/qualifications, valid visas and CRB clearance could be given the chance to vacant positions in the Aviation to save time and lessen workload, and the Aviation end product will be a safe, effective and efficient Air Operations in this Mission.
UNAMID, Darfur	Mobility still remains one of the biggest challenges that has never been successful even after many attempts and promises, the Organisation failed to fulfill their goals in respect of mobility. E.g. my case, I am in hardship E for the last 10 years, I obtained 5 roster memberships and applied now more than 140 times to relevant positions in Inspira, I have never received a single letter of interest nor I have been given a single opportunity to move.
UNAMID, Darfur	N/A
UNAMID, Darfur	Evne if my Section Chief is not any kind of role model I still beleive in UN values as I know that he is not everybody in UN. There are many professional Section Chiefs and I hope that I will wotk again with some of them.
UNAMID, Darfur	Well, one would think that UN is an excellent place to work in, but just step in. Full of nepotism and favouritism and inadequate professionalism. Some staff are dying with work functions whist others are relaxing enjoying their salary. If it continues in this manner, it will be a disaster.

UNAMID, Darfur	I would like to say that management in UNAMID are going in the wrong direction, as to empowering, encouraging and promoting productive work environment. In my particular section I feel at the top level there is friction and it is taken effect in the unit, creating divisions. The well being of staff are neglected, due to work over load/stress and understaffed units. Career development, promotion and movement I feel should be emphasized. We should keep on working effortlessly but according to UN rules and regulations, to meet mandate set for the people of Darfur.
UNAMID, Darfur	1. There seems to be a "glass ceiling" for field level staff, particularly from missions to move out to HQ positions, even under the mobility scheme. When is this going to change? I am fed up of being passed over because of being a mission staff. I was hired purely for my qualifications but seems to be locked into the mission since then. It is getting quite depressing with no hope of going to a better duty station. 2. In spite of all the sensitization on gender, females, especially females in supervisory and leadership posts, continue to be bullied and not respected by the menfolk. Given that all my experience is at the mission level, this is a deplorable practice in the missions and has to change. There needs to be a way for females to report this wrong doing outside the mission Conduct and Discipline Unit for intervention. I am tired of always fighting for my rights as a female staff member in a supervisory position. 3. Leadership and management level staff have to "behave" if they want their staff to be compliant to UN rules, regulations and policies. The boys club mentality is still there, and the management-leadership level seems to have no qualms in covering up for their male colleague's wrongdoing. How can the SG expect the staff and contingents not to do wrong when the management and leadership level is not held accountable for their misbehaviour. Serious measures have to be in place to curb this abuse of authority from the men folk.
UNAMID, Darfur	THE UN IS A FAMILY TO BE WITH.
UNAMID, Darfur	There is a need to revisit the CBI recruitment including the test.
UNAMID, Darfur	Work life balance is the most difficult to attain in my section as supervisors want you to respond to their queries after working hours and including weekends in the name of security
UNAMID, Darfur	There is a lot that can be modified and improved. Training courses mostly go to the top management or often not to the right staff.
UNAMID, Darfur	1) Due to certain conditions, some expert and over qualified SMs are serving at FS post, while carrying P duties and responsibilities.. But unfortunately, because of that; they are not allowed to compete for P clearance although external candidates with same qualification are allowed !! 2) While the mission deploy and benefit these FS over qualifications and experience; unfortunately, it is not considered in staff review !!
UNAMID, Darfur	Fair play in recruitment procedures should be observed in all posts/levels. 1) Credentials and not connections should be used as basis for recruitment. 2) Interview by telephone should be discouraged as somebody else can answer for the interview. 3) It is better to do it in Audio-Visual using Skype, Messenger and other technologies to enable the interviewer to see the interviewee face to face real time. 4) Qualifications/ job responsibilities indicated in the post advertisement should be specific and not general in nature. 5) Unsuccessful candidates should be informed of their weakness why they were not selected to be able to improve in the future.
UNAMID, Darfur	NA.
UNAMID, Darfur	No comments
UNAMID, Darfur	Thank you.

UNAMID, Darfur	I AM VERY HAPPY TO WORK IN UNAMID, SUDAN
UNAMID, Darfur	32 years serving the Peace with 9 different UN Missions I am proud to tell that and didn't have any problem with anyone. Thanks.
UNAMID, Darfur	DPKO should have more respect and value for staff members serving in remote, isolated and dangerous areas. Instead of creating additional benefits and incentives for such staff members, the UN does its best to make their lives even more miserable, e.g. by changing the R&R, home leave and family visit modalities over the past several years, and keeping the same staff member in the same "E" category duty station. The mobility scheme does not work. Those at the UNHQ should be encouraged go to the field, and give a chance to those in the field to gain some HQ experience. Hope the new SG will care more about his own staff.
UNAMID, Darfur	Although my chief of section has integrity and is professional, his efforts to make a difference are curtailed by bureaucracy and political interest played by some of the senior staff. In my case the Head of office at field level does not provide support to my section at field level simply because he doesn't like my chief of section in the HQ. He has therefore chosen to put his personal political interests, power and vendetta ahead of the missions mandate. This means that staff members who report violations against the government marginalized. All the limited mission resources meant to better the lives of people in Darfur, he uses for his own political gain at field level, and does not allow our section to have a say in how quips money is spent or decisions made at field level.
UNAMID, Darfur	Great
UNAMID, Darfur	We can not performed our job efficiently due to the delays of the requisitioning of equipment materials and parts to the mission, clearance from the government takes a long time it goes to 6 months to 1 year .
UNAMID, Darfur	Some leaders believe they are above the law, therefore, there is need to remind them about accountability and that they have to manage staff in a fair manner
UNAMID, Darfur	I was sacked due to no FCRB clearance however I joined UN since 1999 as National staff than as UNV continued International Fixed term contract but than I checked out from mission. I rejoined the mission as International temporary contract. I felt very disappointed when UN sacked me out like that, I felt UN did not respect my contribution to UN. If you look at my performance appraisal all are satisfactory and capable of doing the job.
UNAMID, Darfur	UN is life saving organization in the world.
UNAMID, Darfur	my supervisor so lazy and he don't feel any responsibility towards his work,always avoiding to take any action or give any technical help
UNAMID, Darfur	** Unfortunately, in the field we, the junior staff are demotivated and we are not allowed to compete for different categories of positions, which let me feel the discrimination in UN recruitment policy. ** When I look at myself in the coming five years, I feel disappointed about the fact of no ways of promotions or career future for me as FS staff, though I have rich experience working with UN prior to joining my current international post. ** I joint UNAMID thinking I will be challenging myself and get more leadership roles in UN. The recruitment is not fair and the selection of staff is not built on competencies than relationships. Even rotation between regions/ areas within the mission is based on personal relations. **I even think seriously to leave UN because I do not see development in my career, and because I do not see or experience the fair/good side of UN in my workplace. ** Recruitment of senior management is very critical and essential process, but here they hire chiefs who lack the principles of leadership and supervision. Thank you!

UNAMID, Darfur	I began encountering problems after I started DARFUR Aviation(22nd April 2007) related to the interest, integrity and accountability of the United Nations (staff recruitment, aircraft selection and aircraft contracts). I provided a crystal clear material evidence with more than “3000 pages” confirmed a waste of Members States money, mismanagement of UN resources and constitutes a gross misconduct, therefore; I'm still subject of victimization by members of the same GROUP in the UN, whom their influence; 1) NOT only I lost my P5 Grade which was finalized with UNMIS Chief HR, DMS and Chief ATS, NYHQ (in Oct 2007) but also changed my post number and grade (from P4 to P-3) which was reversed with the assistance of the Ombudsman & FPD. 2) NOT to have any FCRB Clearance,...!!! Still holding the same Grade for almost (10) years, without FCRB Clearance...??? All of my Subordinates Staff promoted, even many became CAVOs at the P5 Level; two of them from UNVs .!!! But I will not stop to unfold the truth.”
UNAMID, Darfur	Please do an overhaul in the Senior most management team in UNAMID. Too much nepotism.
UNAMID, Darfur	Inexperience staffs , staffs on recommendation regardless of their previous experience are hired as they have some connection at certain levels in HR or DMS or above levels
UNAMID, Darfur	The UN has lowered it's standards where checks and balances are at it's lowest ebb. Unfortunately the entitlements and emoluments which are geared towards staff motivation has been transformed into amassing of wealth. This has resulted in abuse of the recruitment and staff selection process predominant in TJOs
UNAMID, Darfur	I am fully satisfied with my current job and for having full support from my supervisors, subordinates and peers.
UNAMID, Darfur	UN is an excellent organization.
UNCTAD	The UN should look at its roots and core-values, to return back to the high ideals, integrity, leadership, actions and practices at the time of UN SGs Boutros Boutros-Ghali and Kofi Annan including civil societies around the world aware about the UN' role and positions. The UN is absolutely needed to solve the global issues that the world is facing. UN expertise along the core mandates of the different UN entities working together for better efficiency - with respect for and support to the dedicated UN Staff members that make the strength of each UN agency - should be the driving force of the Organization as a whole.
UNCTAD	We need to pave the way for new generations, providing real employment opportunities to consultants and interns. Enormous talent and skills within the organisation get dissipated with short term contracts. We are able to attract but not to retain talents and will bear the cost of it in the long term. Open P1 and P2s regularly.
UNCTAD	A lot needs to be done to ensure that communications from the HQ and information is shared with the field on a regular basis. More consultation and engagement is useful across the board before making any decisions. Staff in the field should be provided the same framework for participation in any initiatives e.g. elections, remote access to intranets and internal sources of information, etc.
UNCTAD	I think that gender balance and women empowerment needs to be taken more seriously at the management and political level within the organization.
UNCTAD	The UN generally does not practice what it preaches. It is full of human rights abuse, lack of ethics and transparency. Many join the UN out of conviction and for its mandate. However, internal politics linked to personal gain (status/ego/control) over the goals of the organization predominate.

UNCTAD	It is always important to have a harmonious working relationship between a supervisor and his/her colleagues. If you have good working relationship, good teamwork, you will better achieved a successful and meaningful outcome at work. I wish everyone to have a good working relationship as we who works in the United Nations only have one goal, that is to be a good example as an international civil servant. All the best!
UNCTAD	HR est un désastre. Jamais vu un système de recrutement aussi lamentable et lent. On est la seule organisation qui est préoccupée à se justifier pourquoi on ne recrute pas Mr. X ou Mme Y, on passe un temps fou à rédiger des rapports qui ne servent strictement à rien et on se permet de dire on doit faire des restrictions budgétaires Très grande inégalité de recrutement des personnes à l'extérieur de l'organisation comparé aux internes Le système ne reconnaît pas correctement les années d'expériences, beaucoup d'injustices L'administration ne nous traitent pas comme des humains mais plutôt comme du bétail, on est des nombre, des UN index ... Aucune reconnaissance, Aucune promotion Ceux qui se plient en quatre pour accomplir leurs fonctions et défendre les valeurs de l'organisation et faire leur travail et ceux qui glandent reçoivent à la fin le même salaire
UNCTAD	UN needs a lot of efforts to build trust and confidence not only among policy makers and government technocrats but also with ordinary people and tax payers. Our jobs are neither understood in full nor are they sufficiently clear to the "man on the streets". We need to change our modes of operation and focus more on outcomes and results and less on processes.
UNCTAD	Staff remuneration packages need to be improved.
UNCTAD	My duties are clearly defined by manager, but many of those are not necessarily related to the objectives of the section. The manager of my manager (director level) does not exercise supervision on key aspects. The survey did address the issue of non operational staff.. Those that are part of the branch, but nobody ever sees them.. Ratio between operational and non operational..
UNCTAD	Some Staff can perform better and are eager to contribute more to the accomplish the goals of the organization. Nevertheless, they are underutilized for the functions they perform. There is no vision for G staff. For a G-6 that has more than 15 years to come to work within the UN, there are no possibilities of evolution or career. This is an issue that should be addressed. Although there is a possibility to pass the G to P examination, there is a difference in treatment and difference of opportunities. In New York G staff that sit for the exam are prepared and guided by a special team. This possibility does not exist in Geneva.
UNCTAD	No career follow up from HR in the UN
UNCTAD	UNCTAD is an institution rife with unethical behavior, corruption and ineffectual leadership. The Division for Africa LDCs and Special Programmes at UNCTAD suffered from long years of poor management. Too many posts get traded for promotion in UNCTAD in an opaque manner.. UNCTAD Geneva suffers from a lack of accountability and transparency. It is a shame that DSG Reiter has been pushed out. UNCTAD needs revitalized leadership though the Kituyi era is not as bad as the Panitchpakdi one. Mobility should be forced on staff who has been at UNCTAD for the past 20 years or so. The UN should tie promotion to senior levels to prior geographical moves.
UNCTAD	Selection process is against career progression. NCE/YPP have no distinction or career path, and thus the purpose of the program is lost
UNCTAD	Some questions may have had different responses, should they have been asked about our Section and not Department.

UNCTAD	I believe that communication should be improved within the branches and between the divisions.
UNCTAD	The Human Resources Management system of the UN is its worst element. It is opaque and everything takes too long. It frustrates and demoralizes successful staff. There is a mafia environment where certain people favor certain others by rigging the system. The epas system is completely defunct and useless. The usual suspects keep getting the jobs. It is almost impossible for talented people from the outside to enter the system. Even if they do, they would not be promoted. Clientelism is the norm. Countries provide extrabudgetary funds if their citizens are running UN departments. As a result, most of the time, developed country citizens run the show. The whole thing is a real nightmare, and not how the UN should be.
UNCTAD	I fully support the mission of the United Nations. Yet there are so many challenges from outside and within that undermine it accomplishing more than it has recently. From within, there seem to be many discrepancies between what the Organization aspires to and how established rules and regulations are applied that undermines daily work and can affect morale. This in turn can't help but be projected in some fashion externally.
UNCTAD	For future surveys, I suggest that a distinction is made between "department" (in my case, a whole organization of 500 staff members) and the Division or Branch/Section. Distinguished answers between those levels of hierarchy would be more meaningful.
UNCTAD	Need to have 360 evaluation so that supervisor can be rated and held responsible. Need to improve career and training for people, especially young staff.
UNCTAD	I have a wonderful female supervisor. But her boss, my Director manages the Unit (department) in an unfair way, creating problems and difficulties for the Staff. I feel harassed. I respect a lot our Secretary General, though, who has been understanding of the situation.
UNCTAD	The experience and knowledge of G staff is underutilized as there is no opportunity to grow into a P professional category.
UNCTAD	The Secretary General should take concrete action with respect to abuse of authority by top management and their lack of accountability. Women have been discriminated against in the UN in a systematic manner and opportunities for top management jobs are provided on political basis and in a majority of cases reserved for the nationals of the permanent members of the security Council. Many highly competent women in the UN system will be retired without having been given the opportunity to contribute fully to the UN. SG should take action to correct the unfair treatment of women.
UNCTAD	The UN does not offer career development perspectives. Many people stay G5 or P3 for much of their careers. Managers in the UN system do not seem to have been trained to manage people. There are huge differences of treatments among staff. There is a big disconnection between performance and status. The organization is too bureaucratic and should factor the cost of its internal processes (it can cost more than 1'000 dollars of staff time to get the authorization for a 200 dollar expenditure).
UNCTAD	I hope that I will be proud again to tell people that I work at the UN...
UNCTAD	Managers are selected based on longevity rather than managerial competence. No incentive or reward for strong performers: if you do a great job or a horrible job, the result is the same. Few opportunities for upward mobility and always in competition with external candidates. If open to geographic relocation, no assurance that can return to current duty station.

UNCTAD	Responses to point 11 could appears a bit wired, I explain. Yes I'm proud to work at the UN but I wouldn't recommend yet because to get a fixed term job is to chaotic and uncertain, sadly I would say that the new comers are treated like "slaves" without any chance to get a fixed term job.
UNCTAD	My department is doing mainly research, and work that could be easily done with flexible arrangements. However, our director has recently refused flexitime for several staff (one with a health issue, another with who requested it. When we speak a lot about open office and 'hotdesking' options for the UN in the near future, I think that flexitime needs to be encouraged.
UNCTAD	The participation of the UN in any organization is relevant, this is the entity who exercises to provide an assistance in any other organization technically, administratively.
UNCTAD	The system of promotion/recruitment is frequently manipulated to achieve a desired result. Gender or geographical background is often the tool used to manipulate the process. This is a Machiavellian approach. If a process is challenged, the challenger is ostracized. UNDT verdicts on rescissions are rarely followed, instead paltry sums are paid out to sweep matters under the carpet. The persons responsible for the manipulation unite together to persecute their prior victims into leaving. To resolve the matter, gender and geographical background should only be issues for consideration in cases of direct recruitment into the UN common system, not promotion, unless the entire process is handled by external assessors.
UNCTAD	The problems with the UN in general and of UNCTAD in particular turn critically on a matter of leadership. The appointment of top leadership (SG and DSG) in UNCTAD has been driven by a combination of political and personal decisions (largely determined by the 38th floor in New York) rather than the competence and integrity required to lead on development issues (UNCTAD's mandate back to its origins). This does not reflect the letter or the spirit of the UN's own charter nor does it respect the history of UNCTAD itself. The current leadership lacks the basic professional knowledge of issues covered by the UNCTAD mandate and has failed to invest time and effort in learning about these issues and about the functioning of the UN system in a way that can ensure a well functioning international civil service able to deliver on its mandate.
UNCTAD	Parts of the UN remain relevant. Parts are not.
UNCTAD	The UN management needs to actually manage!
UNCTAD	I strongly believe in the goals, mission and relevance of the Organization. Unfortunately, too often its managers work exclusively for their own advancement and use it as private property.
UNCTAD	It is unfortunate that some managers and supervisors are discrediting such a great organization as UNCTAD. They have no idea how to work and how to motivate and encourage staff.
UNCTAD	I am a staff member and I am quite happy with my overall working conditions. However, I am concerned with the working conditions of junior consultants/individual contractors and interns, these are precarious and these very valuable contributors are not always treated as respectfully as they should.
UNCTAD	-Lack of security in terms of work continuity despite the good evaluation of performance; -Short contracts that does not help the staff to organise himself; -Unclear and different security package between the UN agencies;
UNCTAD	The distinctions/divisions between G and P staff and national/international contracts should be removed. It is absolutely ridiculous that a G member of staff should not be able to progress in the organization beyond G7 - very demotivating.

UNCTAD	Hot, open work space will change my actual job and feelings towards my job, as well as my efficiency dramatically - complete negative impact.
UNCTAD	I have a great relationship with my immediate supervisor and team. The senior leadership of the "department" (i.e. UNCTAD) feels disconnected from us.
UNCTAD	Before appointment, all senior staff and management hires that has not come through the UN-NatCompEx process (this includes all external hires) must be tested at least at the level of UN-NatCompEx/P3, and necessarily higher. Hiring based on a 20 minute interview and uncritical review of PHP is not acceptable, but is unfortunately the state of things and in the majority of cases leads to hiring of incompetent staff. Why should there be significantly less rigor for higher level external appointees? This is not a matter of a test, but an obligatory and extensive 4 + 4 hour written test on UN and global issues as and a sector/discipline test together with a 2 hour oral exam and interview, just like for UNNatComEx. If anything, the testing, written and oral, needs to be more stringent. It needs to be complemented by psychological profiling as well, perhaps using Myers Briggs or similar methods to determine if the candidate has any proficiency (or deficiency) for leadership roles.
UNCTAD	There is a huge difference between what I feel and think of the Division I work for (nobody is interested in my development and what I do) and the branch I work for (great ambiance and high tasks and expectations, motivating work).
UNCTAD	The appointment of the new SG has given me renewed hope and motivation to serve the organization.
UNCTAD	There is a worrying absence of accountability for bad management and failure to comply with UN rules, including in respect of staff selection. And a cynical and callous disregard for the legitimate interests of staff to be treated with respect. Thus, even where staff grievances are formally vindicated by the UNDT or UNAT nothing changes - for the staff member concerned or for the manager who breaks the rules; unlawful selection decisions appear to be confirmed as a matter of course by the UNSG and no one is ever held accountable for anything. Supervisors are given an entirely free hand to act as they please by senior management. Staff morale is in the cellar because it is evident that no-one cares about basic principles of justice and fairness.
UNCTAD	La hiérarchie et les catégories et postes doivent être repensées et modernisées. La contribution professionnelle de tous à tous les niveaux de l'organisation doit être effectivement reflétée.
UNCTAD	I think the survey fails in that it asks about "your department" but actually many of the things I don't like (i.e. work life balance, promotions, etc) it is not up to my department but to the general UN system. - UNCTAD does not promote or support work-life balance (home work is discouraged and not allowed, travelling for work during weekends or on bank holidays is not compensated with time off) - The maternity leave of the UN is a shame. It is even worse than the one in Switzerland. If a woman feels sick being pregnant, these weeks are taken from maternity leave not from sick leave as in Switzerland. Thus, women are left with very short maternity leave, which is not under the recommendation of the WHO) - Managers are not given many possibilities in front of people who are unproductive or not good for the job). The only way for managers to get rid of someone who is not performing good is promoting this person (which is just shameful) - I am not proud of the UN not paying interns. UN should have a trainee-ship policy similar as the European Commission - The Consultancy rules are not supporting the UN but rather limiting our capacity of work
UNCTAD	I continue to believe in the UN because of the values it represents. However, I am concerned that many senior colleagues and those in top management seem to be less attached to these values or have lost faith in them. I also worry that the UN does not sufficiently remain abreast of new

	management approaches and technological developments.
UNCTAD	The UN should pay interns in order to guarantee a continuance of well-prepared applicants, especially guaranteeing that interns from anywhere interested in the work of the UN get an equal chance to make this experience.
UNCTAD	The UN provides in general a safe, respectful, and interesting, working environment. However, there are still cases of fixed staff who abuse their positions and exploit short-termed staff/consultants/interns - who are not in a stable position to voice out their concerns.
UNCTAD	In the current system, managers evaluate their staff. Can we also think about a system, in which staff evaluate their manager and these evaluations would be shared with top management, staff union and/or the rest of the staff under such particular managers?
UNCTAD	the UNCTAD SG and especially chief of admin are not doing their job properly. There are numerous cases of D1 and D2 hiring people from their own country or region in priority. HR does not exercise any proper control. HR chief gives wrong information to prevent cases to go on
UNCTAD	n/a
UNDOF, Golan	good initiative
UNDOF, Golan	The recruitment system is biased towards roster system. The problem is the roster system is defective and corrupt. OHRM and FPD are too lazy to hold regular and more frequent roster recruitment. The main criteria for selection appears to be showmanship during interview. It is a totally fucked up system.
UNDOF, Golan	Its been of great experience to work with the U.N, I hope that someday I might be given a chance to work again, if not for regular or permanent job, contractual is good enough to have it.
UNFICYP, Cyprus	I LOVE WORK IN UN.
UNFICYP, Cyprus	It takes ages for a position to be filled in and there is no update for the applicants whilst waiting for the shortlist. The restructuring has affected my department in a negative way and the enormous amount of extra work I placed to keep it afloat was not recognized, not even on my e-performance. Work-Life balance doesn't exist. They expect us to work 16-20 hours a day and to neglect our families and make UN look good. Each Section have their own agenda and they don't care about the others. They would "backstab" the others in order to look good to their Chiefs. Some Sections i.e. procurement, expect the other Sections to know what is required by them without providing any kind of training. There are a lot of things that even though I am proud to say that I work for the UN, I am not really happy coming to work. No innovation is allowed because we may not follow the rules and we have this monster bureaucracy that takes ages for a simple or emergency task to be completed. PLEASE SIMPLIFY PROCESSES
UNFICYP, Cyprus	I want to believe that one day the leadership here changes and I remain hopeful that it will be the end of this ordeal and waste of resources and chances to make a difference and be efficient while respecting both our clients and ourselves. The current management has made everything possible to alienate staff from each other and to avoid any responsibility with regard to their role in staff development and fair treatment lacking respect to our dignity and contribution throughout all these years of service...
UNFICYP, Cyprus	There are UN staff members who are very qualified and able with years of experience and qualifications who wish to practically apply UN values in their work. HOWEVER, these staff members are absolutely STUCK in G positions. It should be much much easier for such 'assets'

	within the UN to break free of their 'G' status and apply for P positions. And it is clearly discriminatory -discrimination within the UN- that young professionals have such an easier path to develop their career aspirations. What about UN staff who are over 35 and wish to make the jump from G to P????????!!!!!!
UNFICYP, Cyprus	EOSG must show far greater leadership and transparency in how it operates, recruits and manages its own people.
UNFICYP, Cyprus	Even if the leadership of the department/mission is excellent, respondents may mark the questions negatively if their direct supervisors are not managing their respective sections well.
UNGSC, Italy and Spain	Please fire all managers. They are the problem.
UNGSC, Italy and Spain	Artificial barriers in moving from FS/GS category to Professional category and limited or no possibility that your supervisor/head of department have on offering any promotion when u have a successful performance are, indeed, huge demotivating factors. The FCRB process and the unnecessary barriers for movement to professional category are urgently to be redefined with the aim to offer more flexibility to the staff needs(always within the limits of applicable rules and regulations).
UNGSC, Italy and Spain	UNGSC staff members have serious trust issues with the current Director, who is seen by many as lacking intelligence, incompetent, arrogant, and bends the rules to suit his agenda. A full review of the Director's leadership at UNGSC should be a priority.
UNGSC, Italy and Spain	I would like to see annual staff surveys become a required element in all the individual performance appraisals of senior leadership - like some of the agencies already do. This annual survey should be a goal in their individual workplan and results linked to their management.
UNGSC, Italy and Spain	There are too many projects being forced ahead like GSDM even after we did not finish GFSS. Staff are under threat of cuts all day every day to their jobs. Moral is low with threats of livelihood and little or no communication.
UNGSC, Italy and Spain	I am in UNGSC as UNOPS for DFS (SGITT) staff
UNGSC, Italy and Spain	I have been working for the UNDPKO for the last 20 years and my frustration is increasing on a monthly basis. I believe that what the UN is advocating outside is not implemented for their staff internally. The only thing on my mind is how to get a pre-retirement package and get out of the organization who have jeopardized my dreams
UNGSC, Italy and Spain	It is very simple, depending on your supervisor and related function, if you have a good supervisor as I had in my previous mission, then the work is a dream, but now it's not.. As such, I am currently searching for a new post.
UNGSC, Italy and Spain	Working environment in GSC is difficult because staff have been in the location for a long time without complying with mobility. This gives them automatically a sense of ownership of procedures and jobs. They operate within their own framework. There is mobbing and bullying as well as abuse of authority and disrespect from lower levels. Mandatory mobility must be applied for staff with more than 5 years in the DS

UNGSC, Italy and Spain	<p>The current situation at UNGSC is difficult to explain and probably hard for those reading this assessment to realize, as many of us here have never experienced such a situation. I am not representative of a disgruntled or unhappy staff member, if I was I would have already resigned, however I believe in the greater good of the organization and that someone will see and action the management irregularities and lack of leadership soon. The currently leadership is only interested in surrounding themselves with 'Yes" men, anyone which states that something should be reconsidered, or reviewed or assessed have been publically humiliated, isolated or excluded from position relevant decisions, disengaged from activities directly related to their work etc.... Staff are currently not informed of basic management decisions and why, if there is a form of communication it is simply lip service, not sincere and or genuine. Staff at large are quite smart and can only be fooled so many times. The lack of confidence at ALL levels of the GSC is enormous and the way staff's positions and lives are being played with is disrespectful in so many ways. This type of management style is far from representative of the competencies the organization prides itself. There is a huge lack of professionalism, and integrity, and very little respect for diversity- how many more European men do we need at UNGSC! And how much effort is going to be made to issue TJO's so non rostered people, determined as qualified by senior management can get hired (outside of established process). At GSC teamwork only works if you are favored and say YES to the top, not based on the competency you've been hired against. There is complete disempowering of staff which has reduced trust to a level I have never before experienced. Judgement and Decision Making? The organization has restructured several times over the past year, each time staff were told a story as to why... there has been a great deal of contradiction one story to the next on the reason for the continual changes. Staff at large at all levels are very unhappy, demotivated, losing faith in the organization and I hope not yet desperate. I do hope headquarters will take the time to investigate the wrong doings on-going at GSC and deal with them appropriately- accountability seems to have been forgotten.</p>
UNGSC, Italy and Spain	<p>There is a complete lack of transparency from the UNGSC leadership. Actions don't back up some of the information that is shared. HR is being excluded from the "Civilian Staffing Review" exercise.</p>
UNIFIL, Lebanon	<p>I am a national staff working with a majority of internationals. The problem is with our west Europe chief with a military background. He does not respect us through his rude behavior which lacks basic manners and self respect. He is always annoyed with us talking Arabic and has previously voiced that to us several times. He refuses to listen to any proposal or opinion that contradicts with his opinion. He divides our unit into 2 camps: non-Arabic speakers (with whom he gets along very well- after brainwashing them against us.(i.e. They avoid talking to us as normal colleagues but instead isolate us in the office through their formal attitude avoiding direct conversation with us. I don't feel there is a team I our office since he tries to intimidate western staff members while ignoring us to secure his full control on everyone as if this is a private business of his. I have told him that his behavior is a breach to the UN staff rules and regulations code but he seems to be untouchable here in the mission as he does not have a civilian supervisor who can hold him accountable but rather a busy mission FC who rarely knows what is happening in our unit which currently falls under his authority after it was under DPCA. I have told our mission counselor about the frustration I have been suffering in my work where no possibility of any future during the chief's presence. He has been blackmailing us with a classification request that has been pending for several years without any serious action from his side. He has been ignoring our simple demands by treating us like human beings not like trash as it is currently the case. He is always abusing his authority through his rigid and arrogant approach which I deem offending most of the time. I have been trying to leave this unit for years now, through applying to other posts inside and outside the mission, without success so far. I am very frustrated and disappointed with the UN to the extent that I am seriously considering quitting my job if this sample of people who lacks any leadership capacity remains away from</p>

	any accountability.
UNIFIL, Lebanon	<p>I believe that the UN Organization need to profoundly review the concept and implementation of career development/advancement. The current setup of OHRM does not provide for much hope in career advancement, especially that once recruited, the majority of staff member are stuck in that post title/grade until very very long time. One would join the UN with abundant enthusiasms and energy to substantiate his/her capabilities, knowledge, worthiness and share experience..., but once in the system we are bound and tight handed due to either "rusty" rules or non-cooperative HR and/or amateur unprofessional superiors! Not to mention the extremely rigid system that do not allow development and improvement of its own long serving staff. A system that mostly targets its own staff force every time there is a requirement to cut in the organization's budget consumption or to "do better with less". Moreover, the static, blurred and inflexible HR rules crucifies the ambitions of any staff who look to improve or hope for career advancement because these rules are continuously subject to interpretation and selective implementation. Finally, It is said that a good organization is the one able to maintain a satisfied and productive crew of staff, but unfortunately, it is very sad to proclaim that most of United Nations' staff holds their jobs not because they are content and satisfied but because of: THE END OF THE MONTH SALARY.</p>
UNIFIL, Lebanon	The direct supervisor(s) are different from the department leader (chief) even though he still should be aware of how things are going in his departments' units.
UNIFIL, Lebanon	I am grateful to UN...
UNIFIL, Lebanon	Improvement in recruitment.
UNIFIL, Lebanon	My current supervisors are learning to manage. But painfully, with common early manager errors. Making it unpleasant to work. Our department has good leadership, but that is above the level of my first two levels of supervision.
UNIFIL, Lebanon	I am proud to tell people that I work at the UN
UNIFIL, Lebanon	J'ai été la victime de discrimination , d'injustice, et d'abus d'autorité par mon département.
UNIFIL, Lebanon	Gender balance- Working for ten years in the Organization(most male employees are overworked in all fields).It's absolutely not equal and fair.
UNIFIL, Lebanon	I believe UN HQ should defend their staff's salaries, posts and entitlements more vigorously, especially field staff, who works in dangerous and unhealthy conditions, spending 85-95 percent of their time away from their loved ones.
UNIFIL, Lebanon	Briefly saying our can be done in a better way and better atmosphere and not to feel every day that we are going to loose our jobs

UNIFIL, Lebanon	N/A
UNIFIL, Lebanon	Our Section is treated based on the mood of the Section Chief, and we are always demotivated. Noting that other sections always look at our staff as the most reliable and qualified.
UNIFIL, Lebanon	N/A
UNIFIL, Lebanon	No comment
UNIFIL, Lebanon	I Have No Comments
UNIFIL, Lebanon	There is a continuous fear of losing my job these days. Cut cut review review. It is endless to pay for failed projects or to fund new ones. It would be nice to wake up one day without waiting to see if I can keep my job this year.
UNIFIL, Lebanon	I am highly disappointed with upper management that does not penalize poor performance and allows other sections to place their blame on others. This directly relates to being Procurement and allowed is bullying and harassment from requisitioners who are abysmal in planning yet not held accountable.
UNIOGBIS, Guinea-Bissau	If the UN and its staff continue abandoning the values of the organization it will become irrelevant. It is difficult to understand how UN staff working in political affairs are fierce defenders of political realism. The UN is an organization based on ideals of social justice, human rights and diversity. if one does not believe in those values he/she should not work for the organization. Maybe the salaries are too high. Courage should raise with the salary, but unfortunately what we see is the opposite.
UNIOGBIS, Guinea-Bissau	I believe in the UN and for sure I would recommend the UN as a career option to a friend, however, there are few things to change to save the UN name and reputation. This is due to para 10. on Work-life balance and private life among other issues in which UN family values are getting lost, as people talk to each other using a very nasty vocabulary and insult each other or the way they address to people within the same section as unknown ones is deplorable. In my opinion, something has to be done in a very urgent basis to re-built traditional values and recover quickly them. Regards,
UNISFA, Abyei	My immediate supervisor is a good person with integrity who always tries to do the right thing. My supervisor encourages myself and unit colleagues to be the same. The mission leadership however are corrupt, have no integrity, abuse authority and manipulate the situation on the ground to circumvent the rules. When we address this in the mission we are put under tremendous pressure. When we raise it with our department at UNHQ, they take no action and many times even produce excuses in support of the mission leadership or cover it up. I lost all confidence in the mission leadership and our UNHQ based department. It seems they don't want to change to the better. Appointing new leaders at the department level without changing the long serving, rusted management team reporting to them will never lead to possitive change. At the mission level strong controls should be put into place to prevent disregard of the rules and to eliminate abuse of authority.
United Nations Mission in Colombia	The Mission Support structure currently assigns me responsibility and accountability but no authority
UNJSPF	I do not expext anything out of this survey

UNJSPF	The Pension Fund is highly racially biased and continues to promote less competent people of a particular racial group, over and above other groups - even though it is clearly evident that there are others who are clearly more capable, more hardworking, more dedicated and more able to deliver. This is a known fact and it can be found e.g. in our highly incompetent and highly demoralized Client Services section. The speed at which a certain racial group seems to climb the ladder compared to others is in need of serious investigation.
UNJSPF	UNJSPF management is weak and lack foresight. People are rarely promoted from within. The truth is distorted. Please conduct an overhaul office review on this important organization who services the dedicated UN colleagues in their retirement years.
UNJSPF	As a staff member of the Pension Fund, I am deeply disturbed by the lack of ethics and accountability from the Staff Union who has been spreading misinformation about the Fund for years.
UNMIK, Kosovo	The human rights office of UNMIK suffers from severe mismanagement by the head of office. Preferential treatment, screaming at staff and other unacceptable behavior are left unsanctioned by senior mission managers. Due to mismanagement the human rights office delivers only substandard performance.
UNMIK, Kosovo	N/A
UNMIK, Kosovo	Proud to serve under SRSG Zahir Tanin
UNMIK, Kosovo	The UN has stopped caring for its staff long time ago; trust me I have been working for the UN for 15 years!
UNMIK, Kosovo	The Organization should make an extra effort in ensuring a more multicultural environment and in supporting staff from non Western backgrounds. The Organization is predominantly dominated by an Anglo-Saxon cultural approach, in particular US. For example, while team work is generally encouraged, in practical terms an self-oriented rather than a tem-oriented approach is applied in job interviews and also in annual appraisals. Staffers with authoritarian and excessive self-confidence tend to reach promotions more rapidly and steadily than the rest.
UNMIK, Kosovo	My mission needs to tackle issues of harassment of women in particular. Nepotism in appointments is still rife - as exemplified by unnecessary use of TJOs and PSJOs instead of recruiting rostered candidates.
UNMIL, Liberia	The UN Secretariat's process-orientation interferes with mandate implementation, our raison d'être. Security Council reform is a must. A significant demotivating factor for personnel is the virtual inability of the UN Secretariat to fire staff due to poor performance: therefore colleagues with professional work ethics end up bearing the load and making up for it. This is unjust.
UNMIL, Liberia	There is a lot of corruption in recruitment and staff talents, merit and efforts are not necessarily recognized. More demanding and high visibility tasks are often given to friends instead of based on merit. In DPKO there is a lot of career uncertainty given the closure of missions. It is not clear whether retention of staff is based on competence or connections. Women with potential for senior grades should be identified, mentored and trained as it is the case in traditional civil services. The UN definitely needs to be reformed and that should include the overall reconfiguration or phasing out of some UN Agencies. UNDP in particular needs to be reformed or phased out as the development landscape has changed and it is a very inefficient and corrupt entity. To maintain its relevance and continue to remain attractive as a career option, the UN needs to change and become more nimble, agile, more transparent and accountable. This is not easy to achieve but we should move in this direction.

UNMIL, Liberia	From outside the UN is good organization to work with but when it comes to its core values, these are only preached but not practice and affects moral staff members.
UNMIL, Liberia	Staff Promotions at grade level is one form of financial and non-financial incentives that motivates UN Staff Member. The SG should give consideration for promotion after a maximum of five years on a Post level.
UNMIL, Liberia	In using the rating, it should be understood that I am talking about the last year with regards to the Section's Chief and not higher management of the mission to which I highly appreciate and respect. The direct Supervisor is the last Unit's Chief and not the last Section Chief.
UNMIL, Liberia	Staff members that served more then ten (10) years should not be downsize regardless of their category.
UNMIL, Liberia	Roster membership for staff serving for many years but have not been rostered should be considered for more opportunities to be available.
UNMIL, Liberia	I got a heart condition because of poor medical advise poor PX and restaurant facilities at work place and got a very very bad medical treatment as well as administrative support and continue to be treated as a half staff useless and not needed anuwhere within the DPKO as well as in the U.N. family a d this after a service since Nov 1979
UNMIL, Liberia	UNMIL has seen a major change in positive direction ever since the current DMS and DDMS took charge. We feel United and motivated to put in the extra effort in our work. Globally, the dissatisfaction among staff on the rostering and recruitment process continues. While staff get the recognition within the Mission, the achievements, initiatives and efficiency gains go unnoticed during rostering and recruitment process.
UNMIL, Liberia	NIL
UNMIL, Liberia	The Organisation is undermined by the bad ethics and poor recruitment practices used at the highest levels. That leads to more junior levels doing the same. HR provides no control of abuse through the ex-officio system. People known to be bad managers are appointed to positions for political correctness: nationality or gender usually. We actively discriminate against men by favouring women in recruitment. This is against the Charter and is being done by stealth - nothing written down, just an understanding at all levels that no matter how good men are they can't be hired because the hiring manager must have a woman. Yes, this was a problem for many years for women but two wrongs don't make a right. People's lives and careers are being destroyed.
UNMIL, Liberia	NONE
UNMIL, Liberia	N/A.
UNMISS, South Sudan	I recommend a follow up to this statement: "My job is well defined and my accountabilities are clear," with "I am given sufficient space to deliver on my terms of reference and accountabilities." I add this because I think there is a phenomenon of having agreed responsibilities but also having to drop those to deal with ad hoc assignments. In many cases I suspect that the ad hoc assignments can amount to 20% or more of one's outputs. By this I am not referring to actions taken in a crisis environment.
UNMISS, South Sudan	It is unpleasant that FS are not given an opportunity to develop career wise such as denied to apply fo P posts

UNMISS, South Sudan	I am very happy
UNMISS, South Sudan	The mission needs a maintenance department. We have seen new washing machines, cookers e.t.c being written off and disposed just because they need a very minor spare. athere is a lot of waste and lack at the same time.
UNMISS, South Sudan	The UN has no career development for staff as we are neither rewarded for good work nor punished for lack of performance
UNMISS, South Sudan	Staff in the field remain in hardship location for ages without much opportunity to move to a family duty station.
UNMISS, South Sudan	There are too many people who do not have the skills to take the mission forward, too many people do not want the UN Missions to begin an exit strategy as the motive is financial not truly making a difference to peoples lives. There is far too much bureaucracy red tape and antiquated systems to get the job done effectively or efficiently. Too few people doing far too much work!
UNMISS, South Sudan	The organization should revert to employee testing areas, where it is confirm that the person behind the computer screen it is indeed the actual applicant, and the opportunity of advance information (actual questions) on the test is eliminated. The process should be overseen by process experts and human resources personnel. Right now, there are rosters filled with names for people who have never perform the duties they have been FCRB cleared. Nor do they have the correct level of experience for the job. As always, FS personnel although they have the level of experience and education continue to be blocked from progressing in their careers. Yet, the organization recruits more and more personnel who can't even organize a bingo game.
UNMISS, South Sudan	In general I would state that the recruitment process in the UN is heading to a sorry state where you now recruit someone who is known personally and not the best qualified person for the position. Hiring Managers are definitely abusing this process because they are given too much power and authority in choosing their final candidates. Volunteer of moving to other missions should be encouraged so everyone can have the opportunity of serving in other mission environment and hardship duty stations. Some have served their whole entire career in family duty stations and not giving chances to others who have served tremendous years in hardship duty stations.
UNMISS, South Sudan	This FPD/OHRM related. When applying for senior post and candidature dose not merit to be even pre-cleared, staff should at least know the reasons to improve for the second round. Thanks
UNMISS, South Sudan	As a new comer to UNMISS working for the UN since 1999, I have to mention that the on boarding process from Entebbe was not very clear or pleasant to me. The whole process was (is) marked with a general lack of information. Some UN staff in Entebbe treats you as if you should know everything and when they are asked something they get offended because is obvious the lack of knowledge. Fortunately this happened so far only with one person. Nevertheless, after chatting with other newcomers, I collected the information that everybody has the same feeling. Not a good one.
UNMISS, South Sudan	Less training opportunities are available for security officers like us, Last five years period I did only one UN/UNDSS recognize courses, Hope this will not improve my career goals .Thanks
UNMISS, South Sudan	UNMISS needs strong and honest leadership since long time.

UNMISS, South Sudan	I wish headquarters fairly valued the work done by staff in the field, and adequately supported them in their career advancement. The current tendency is to bossily demand results irrespective of understandable constraints.
UNMISS, South Sudan	No comments
UNMISS, South Sudan	Generally what I feel is " Serving in the UN umbrellas especially in the peacekeeping arena is a unique opportunity to serve the people who deserves to be served. Hence, I advise for every professional to search this opportunity at least once in a lifetime." Thanks
UNMISS, South Sudan	Everything (daily work, necessary logistic arrangement to work, recruitment, etc.) functions through friend network. This must be changed. Those who are stick to this habit must be removed from the system.
UNMISS, South Sudan	Geographic mobility should be the only mobility allowed. Functional mobility only benefits UNHQ staff.
UNMISS, South Sudan	United Nations currently is most encouraged to continue providing aid to a large number of Displaced Persons in the Republic of South Sudan as well as Development of Infrastructure caused by on going war all over the country
UNMISS, South Sudan	The FAO is my 1st Reporting Officer yet nothing I do reflects upon what he does. This results in a boost to his position reputation at the expense of mine. Severely broken.
UNMISS, South Sudan	The HoFO Bor always creating stressful environments for the staff members to include religious restrictions and work environments. She has a habbit of telling lies, abuse if authority and also harrassing the staff members.
UNMISS, South Sudan	I have general observation on how this mission is organized and conducting. I see the mission started on a wrong foot. Everything here is bureaucracy, old fox don't want to hear new things. anyone coming from another mission meets a shock of his life on how the mission is lead administratively and operationally.
UNMISS, South Sudan	My department is not treating their staff equally. There is a lot of discrimination. The entire department is totally corrupt.
UNMISS, South Sudan	The UN Staff Management of Yesteryear is different from the Staff Management of today since staff benefits are being watered down. There is need for balanced consideration of promotions and or appointments of heads of various departments for fair standardization and interface.
UNMISS, South Sudan	The recruitment process could be improved and merit basing on qualifications, experience and skills; some job adverts seem to be heavily bent towards certain kinds of people; even if one has the academic qualifications, he/she can't get recruited because the job is targeted to favor people. For example you may have an aviation degree and related relevant experience but the job favors pilots, etc yet it is a safety related job which didn't require pilot or ATC experience, etc. Another person could apply as a Logistics Officer and has the experience and qualifications but is not selected for higher level posts for interviews and rosters.
UNMISS, South Sudan	Would have been better if social issues and status of staff appraisal is also included in the survey.
UNMISS, South Sudan	UN should cut spending on many asset and materials which end up at disposal without even being used. Vehicles and equipment should portrait exactly on operational requirement than number of staff members. Lot of vehicles for nothing. all the chiefs using vehicles only from UN

	accommodation to office while dispatch is no ground.
UNMISS, South Sudan	Staff need to be passionate about their work. We also need to cut down on our duplication across the board and with AFP's.
UNMISS, South Sudan	It is very challenging to work with a supervisor who has zero management and leadership skills. This particular supervisor continues to abuse her authority and power to harass staff members/UNVs.
UNMISS, South Sudan	N/A
UNMISS, South Sudan	More job openings for Roster membership and promotions. Post Adjustment have to be again at 54.5 in UNMISS. Current post adjustment 35.5 is really wrong. Thank you so much.
UNMISS, South Sudan	The human resources system is utterly broken. When recruiting it is overly bureaucratic, time-consuming and often does not produce the best outcomes. Substantial staff have become part-time recruitment officers, without any training. Rotations do not work since HQ staff still find a way to keep a lien on their posts. Recruitment is often done through contacts and networks, rather than on merit. The roster system is overly strict, inhibiting movement across the UN system. For example, a P5 at an agency but is rostered below that grade at DPKO stays at the lower grade and enters the system again as a newcomer (with maximum step 6) if separated for more than a month.
UNMISS, South Sudan	Q#4 - "My Department appoints the right people for the Job" - I am sorry this is not possible with the current FCRB system in place. The application process is limited to FCRB cleared candidates, the process to obtain "clearance" is weighed against external applicants. On the subject of "retaining talent" DPKO senior managers (P4+) enter the system to gain a second pension (majority have retired from uniformed/civil service positions), and generally are only interested in serving up to UN retirement age. No incentive/energy/bravado to take on a challenge to lead the department/section on a more dynamic path.
UNMISS, South Sudan	Security management do not communicate relevant information for staff members its like 007 only needs to know .UN civilian staff who require things doing for their department are forgotten UNPOL,UN Military, take priority I do not feel safe in my own compound even though we have a significant amount of military and unpol. If something serious happens which it could very soon we will be overrun with IDPs we have no direction or information apart from stay in your house and lock your doors .These are serious matters that all security staff and other staff members should be briefed on .We will have no water after I would think 10 days if shut down food will last not much longer .All this could have been dealt with already but information should be spread to all staff living in the location .In July it was a mess I was surprised that UNPOL and Military International officers were nowhere to be seen it was us assisting with idps and military who could not speak English .If it happens again chances are it will be 3 times worse .I think the bottom line for me is we need more general political information of what is going on for real in the country not the propaganda rubbish we get daily .
UNMISS, South Sudan	The Mission in general has considered the safety of staff working in this compound complex environment by addressing security challenges
UNMISS, South Sudan	Now, it is almost impossible to the people outside the system to jump into UN
UNMISS, South Sudan	N/A

Sudan	
UNMISS, South Sudan	Working for the UN is a very rewarding job.
UNMISS, South Sudan	In terms of recruitment, we should really move forward from the "who you know" to get promoted. Many employees could have high marks when it comes to performance but nonetheless passed by other colleagues that would entertain sexual favours or brown nosing at best.
UNMISS, South Sudan	A different or some corecții in process of recruitment .A clear scan of files in term of background of candidates regarding qualification and reference .
UNMISS, South Sudan	Accountability is a paramount but quite often is not considered a priority by he Management. Therefore it is easy to find wrong people in key positions whose actions affect somehow the daily work. Movement of personal is still an issue. Basically people move if they know someone who knows someone else. Applications are barely read and considered, especially when applying for HQs vacancies. PHPs are not even taken into consideration as well as background and past experiences. Many managers are afraid to hire/choose people that might reveal being better than them, and this is a failure. No one is better than other, and teamwork should be always at the top of other considerations. We work for the U.N. and not for personal business. Too many people reach a position and there they float... Many other people have a lot to give and share but are simply forgotten in difficult Missions' areas. And the same concept could be applied to careers. It is basically almost impossible to grow in the current system, especially for FS staff. And I am sure not to be wrong if I say that some 80% of the job done in Missions is carried out by FS, while P level managers are like ghosts. Thanks for your time, hope to see changes within an Organization that I still trust.
UNMISS, South Sudan	There is a need to take care of the staff professionally. The reforms seemed to be looking at the staff as 'disposable" and not so much focus on how to make the best of it (in terms of work contribution and efficiency) and at the same time raise their currently very low moral. In addition, admin procedures, like UMOJA, are not helping and client orientation is vanishing as a result. Mobility has killed the opportunities provided by the roster system and does not promote vertical move and does not allow staff to plan their careers.
UNMISS, South Sudan	My responses are neither agree nor disagree, this is so because i don't feel appreciated lately and with all my years in the UN system i am feeling this way for the first time, this has never been the case on other former jobs within the UN system and i become increasingly frustrated in as much as i want to do more, i always get the feeling that it is not good enough as i hardly get acknowledgement talk less of thank you and this is not a good feeling. I love my job and want to keep my job or rather look out for vacancies in other missions.
UNMISS, South Sudan	Staff welfare and job security within a transparent atmosphere would positively aid the work of the UN. Though improvements had constantly been effected, the pace is sometimes too slow to make effective impact.
UNMISS, South Sudan	UN is a necessity in conflict and post conflict countries to protect millions of civilians from direct threats by armed groups and UN keeps the situation in balance. If UN missions withdrawals from conflict countries, targeted killings would occur and even genocide such as the case in Rwanda in 1994.
UNMISS, South Sudan	I'm fortunate enough to work with the UN in my area of specialization. My salary is very rewarding. Long live UN!

UNMISS, South Sudan	UN IS AN UNBRELLA ORGANIZATION
UNMISS, South Sudan	I have been in the same mission for 8 years ! you can imagine the rest ! ..
UNMISS, South Sudan	VERY SATISFIED WITH MY ORGANIZATION.
UNMISS, South Sudan	Is there is no proper job classification and promotion in the UN? Because for ten years I have never been classified or even promoted.
UNMISS, South Sudan	<p>The UN is a joke. This is the only organization I know of where incompetence and laziness leads to a promotion. It's very hard to get a UN job but even harder to fire someone. I have applied for over 200 jobs which (not all rostered) and HAVE NEVER HAD A PHONE CALL NOR INTERVIEW. I am seen as a threat as I am knowledgeable, articulate, and professional. Additionally I hold the wrong passport, I am the wrong sex and nationality to receive job consideration. The UN needs to recruit people who are competent and stop this absurdity about national balance and Gender. This is why nothing can get accomplished in the UN. I watch and in every department no matter where you go if a telephone rings no one will look at it. Do you know why? it's because it is the unknown more so as IT REPRESENTS WORK! Another point is that whatever the mission language is that person should be required to read, comprehend and express themselves of that language before they are hired. They need to be given a test by someone who is fluent in whatever language the mission calls for before they are hired. Talk about frustrating when you ask someone a WORK RELATED question and they give you the deer in the headlight look and have no idea what you are talking of. I can't wait for my projected time line of 17 months to leave this silliness. I would never recommend this job to anyone who is a worker and can accomplish what is asked of them. For they too will be taxed with other employee's assignments</p>
UNMISS, South Sudan	<p>- Managers must be fair in treating the staff with no discrimination and favoritism in the workplace. - Promotion in the UN is based on whom you know. FCRB process is not fair and has no integrity at all. Leakage of answers of the examinations are everywhere. Panel members during the interview have lack the in-depth knowledge in the area of specialization that they are reviewing. Discrimination and bias exist throughout the process. It is "whom you know" during the interview. Therefore, promotion is impossible for hardworking and performing staff members, which they do not get the FCRB clearance because they do not know the person handling the FCRB processes. In short, FCRB does not help the hardworking and performing staff members.</p>
UNMISS, South Sudan	When I joined the UN 30 years, it was very great institution with human value. With the new recruitment system. The UN has lost is credibility. It has became unfair Institution. DPKO is a dump of friendship, promoting people even when they do not meet the level or qualified for the job. UN has a strong chart, Rules and Regulations but the reality in the daily life of staff is completely opposition to all these values.
UNMISS, South Sudan	Leadership should be balance to every one not to pick some people and lined towards them all the time.

UNMISS, South Sudan	The human resources management (HRM) system needs a complete and real overhauling (not pretending to change like what happened frequently in the past). We are leaving in a world where a lot of capable professionals are under-employed. The UN can get more professional, more ethical and more capable people if the HRM system is made free of patronage, managed based only on merits and results. So, for a better product, UN should make real and courageous changes in terms of recruitment, promotion and mobility policies and procedures for its personnel. To do that, it needs to exclude key personnel of various departments/Offices off the duty to avoid resistance to change, which I think is the major bottleneck. In addition, no Head of Office should stay in the same position for longer than a reasonable time – the best example in this case being R.S.C.E.
UNMISS, South Sudan	My Supervisor thinking only about himself. Whenever he want to go leave/USL/Emergency leave, he goes, for others lot of restrictions.
UNMISS, South Sudan	The opportunity to provide feedback to the SG is highly appreciated.
UNMISS, South Sudan	In my section top managers are open to listen to staff concerns and issues but, regarding to supervisor level, there is no much communication and suggestions coming from a women still a big issue. Regarding promotions, new staff is being hired from other missions or from outside and there is little opportunity for current staff to be promoted. There is a lot of who you know in order to move from one mission to another. I had seem some colleagues going to another mission and they had promotions that they didn't have here for the last 4 years. Generally there is not much information and transparency when new missions are being open, let's take the example of Colombia, some people when on TDY due that they had friends in high level in NYHQ if you had look in iSeek or Inspira there was not information about Colombia, now Yemen is in the radar let's see how this will go. I hope this time mobility really works.
UNMISS, South Sudan	Hypocrisy is there well developed. Nepotism. Leadership is becoming "shallow" in comparison to that which I used to work 15 years ago.
UNMISS, South Sudan	working environment is fine with mission support doing its best to make things move in the right direction .Our security/Military should be well geared up to provide proper protection for staff living in UN provided accommodation camps . Their mandate must be spelt out clearly to TCC's.
UNMISS, South Sudan	We sometimes ask ourselves the importance of FCRB if people can be recruited out of that procedure and those who are FCRBed not considered.
UNMISS, South Sudan	The assessment of my department is very positive. However, inadequacies of other departments/sections of the mission affect my department. For instance, in terms of communication, the mission senior leadership withholds information, middle managers are not informed about the overall mission direction/priorities and many reports are overly made strictly confidential under the pretext of leak. Lack of open communication create tension between senior managers and the rest and hampers on-job learning.
UNMISS, South Sudan	NL
UNMISS, South Sudan	In UNMISS, there is no proper work and life balance at my duty station. I have never had my work time respected.
UNMISS, South Sudan	While my Department is truly nice place to work and the head of it is good leader promoting fairness and accepts different opinion it is not the same for many of the other departments/sections/units.

UNMOGIP, India and Pakistan	Over UN status in past 10 years went down, especially DPKO. It needs a lot of effort to bring it to the same level of respect and recognition.
UNMOGIP, India and Pakistan	Managers are mostly ignorant and self-centred. UN has is moving from MDGs to SDGs while mindset of mangers is still stuck 20 years ago or before, and have feudalistic approuch. NATIONALIZATION has not reached field missions like UNMOGIP, neither in theory nor is practice. Personal likes and dislikes, score settling and personal fiefdoms are some of the highlights of some field managers.
UNODC	There is no management skills at all and the management levels with no motivation or transparency, all the local staff are totally frustrated and that needs attention
UNODC	Staff at large should be rewarded for doing more with less, and not be subject to salary cuts.
UNODC	Umoja, if not overhauled, will create further challenges to effective management. It has add a lot to red tape and excessively cumbersome bureaucratic procedures in UN resulting in lack of flexibility and inadequate reaction to challenges and unplanned changes.
UNODC	The mobility policy does not apply to HQ staff and generally means that people in the field move from field position to field position. Umoja is a big operational obstacle.
UNODC	The Kafkanian situation in which RB budgets are pushed through 'without affecting the mandates' or 'anticipating savings on Umoja' are dishonest narratives. Umoja has resulted in added work for the substantive staff and the RB cuts were not in admin, which had to recruit additional staff to deal with the Umoja challenges, but well within substantive units - despite the narrative which we were obliged to follow from the NY side.
UNODC	My main worry is that the organization is lying to itself and member states in the context of the introduction of Umoja: efficiency gains are nowhere close (on the contrary) but cuts are made in substantive offices on the assumption that such gains have happened. This is going to cost us dearly in terms of low performance and loss of credibility.
UNODC	G-staff with relevant education and experience should be allowed to apply for P-posts with in the UN Secretariat. There is no reason to block qualified people for applying only because they currently hold a post in G. Upon opening this option, the UN would potentially receive applications from employees they know, for whom an in-house performance record exists and who have solid knowledge of and experience with the UN system.
UNODC	Les règles imposées aux consultants et IC qui sont contractés par les agences sous le Secrétariat Général, doivent être revues, car pénalisantes dans la mesure où une coupure de six mois est imposée avant d'avoir la possibilité de postuler dans l'une de ces agences en tant que P Staff. Cette règle est d'autant plus sévère lorsqu'elle affecte les personnes qui ont été des années d'affilées à donner le meilleur d'elles-mêmes sur le terrain en tant que consultants au service des Nations. Et c'est bien dommage que le système des Nations Unies, ne puisse pas capitaliser une telle expérience et l'expertise acquise à son service.
UNODC	The funding issues remain a big challenge, including delivery of programme, job security, etc.
UNODC	When answering to question 8-3 re. procedures, I was not making reference ro the office procedures but rather the UNODC procedures
UNODC	I feel that many of the senior managers are overrated and lack any accountability. If it was not for the excellence amongst workers, than the UN would have a hard time to keep existing.

UNODC	I suggest to have a equal compensation for the all employees, because most of the people have service contracts and they are not UN staff. This situation violates some of the labour rights of the people and it does not make any sense at all.
UNODC	It seems that our work in the UN is too much involved with daily routines without any plausible strategy of how we intend fulfilling our missions. Thus we get lost under our many meetings and reports missing our essential goals and targets. This could be improved by giving utmost care in recruiting top managers, who should be knowledgeable, capable and accountable in strategic planning and results-based management as well as in downwards recruitment of consecutive managers in the organisation's cascade.
UNODC	The Division for Management seems to be generally uninterested in what we are trying to accomplish as a UN agency. Everyone wants to work within the rules, but leadership in the Division for Management does not actively offer ways for this to be done - instead taking a black-and-white view to administrative matters with no regard to the impact on substantive work. The positions taken are sometimes at odds with the practice in other UN Secretariat organizations.
UNODC	<p>Dear Surveyors, thank you for this survey. Actually, I faced some challenge in answering some questions in the test. I was happy to be recruited for UN job and sincerely believe in high value mission of UN as international organization. There are a number of good projects launched and initiatives pronounced that make people believe in better future owing to efforts to UN. I am proud to be part of UN team and contribute to its mission. However, I need to point out to some very critical moments that hinder effective work. First, organizational process. since my employment, I passed through some introductive meetings but there was no clear instruction what roles in Umoja I will carry on and the situation cleared up only after half and year within which I faced a number of challenges with organization of events and had to beg all other staff, who has roles to provide me assistance. when, the issue came to training in Umoja, I find it counter-productive. There are multiple courses with multiple certificates for obtainment of one role, most of them for self-study and no real possibility of video simulation. Only one course, which was distant learning for shopping carts creation with video simulation and demonstration was more productive and useful. I had a chance to see how it really works in Umoja environment and ask questions. My proposal is Considering all the above-mentioned, the proposal is to create an effective training strategy by means of:</p> <ol style="list-style-type: none"> 1. trainings are provided within the first month after the new employee recruitment and definition of roles to obtain depending on the employee's position; 2. trainings are conducted by designated supervisors with use of video-simulation, practical exercises, progress and post assessment and access to non-production UMOja environment; 3. instead of multiple trainings, all trainings are combined into 2-3 big training courses in correspondence with roles (Procurement (LVA ,SC), Travel (TR), Project Management (Funds, Grants, accounts), Accountancy, etc.) and obtainment of certificates. <p>Another issue is unclear hierarchy and distribution of functions within the programme office. i have a project coordinator who supervises me and simultaneously the programme office head, who also has an authority to appoint/charge staff with some duties. It turns out that I have two bosses with equal authority and multiple duties coming from each side and I see that the communication between senior staff management is lacking or poorly maintained. The senior staff management shall be able to come to agreement between each other and the employee shall not a milestone of their disagreement. I shall clearly know when i can say "yes, I can do it" and when "No, i cannot, it is too much". The condition in the Terms of Reference which sounds like "other duties" is interpreted variously and too broadly by some managers. Last point is that i see there are some very large programme offices with sufficient human resources and possibilities while our programme office in Astana is 6 people staff, which has become multi-functional in all senses. It seems to be unfair in terms of allocation of budget and resources among any other programme offices. i guess it is tightly connected with number of fulfilled projects, but I think there shall be one standard structure for any programme office, providing for several permanent positions, always present in programme</p>

	<p>office to provide adequate support no matter how many projects are ongoing. Their office staff can be larger or smaller depending on projects and budget, but these people will always be present unless there is a decision to liquidate office or remove it to another place. These are just private concerns and are provided with purpose to improve the efficiency of work. I really believe in success and high mission of UN and proud to be under its auspices. Best regards,</p>
UNODC	<p>UMOJA in the field (UNODC) and an environment of 'controlling the message' has contributed to a dysfunctional organisation. Public berating of staff by management is not uncommon; many of the most talented international staff have left the organisation over the past year; the top locally recruited staff have left (ESCAP alone gained 1/3 of the office support staff in the last 6 months); morale is at an all-time low. Pay, benefits, and the UN goals remain but I have never felt so hopeless as I do at this duty station. And no one in management cares or listens, but instead cover their own arse.</p>
UNODC	<p>In my department, there are no career development efforts. High performance is not necessarily rewarded. Job insecurity is high.</p>
UNODC	<p>I think the views on this survey depend a lot on whether one is located in the field or at HQ. Some options and facilities may exist for HQ, but not for field locations, for example in terms of information sharing. In the UN secretariat, the implementation of UMOJA has led to excessive centralization. Workflows and processes that worked well in the past have been fragmented and centralized. The excessive workload on staff in HQ has undermined and spoilt former good working relations. The sense of accountability has also been lost in this transition. The transition was managed like a software update and not like a full institutional/organizational change.</p>
UNODC	<p>I have absolute respect for my Office and its aims. I work alongside hard working and dedicated individuals. However, I think the UN Secretariat is, quite frankly, a bit of a mess. The relations in terms of finance, responsibility, senior management, communications between my office and New York are not just confusing, but antithetical to the running of an office that delivers and achieves its goals. The surprise I had, on coming to my Office, was just how little influence our USG has on the running of his own part of the UN. This is not a CEO role, with the board above and the employees below, this is a multi-dimensional environment where the power to bring change is squeezed by the wishes of member states, the overarching bureaucracy of the UN Secretariat and the difficulty of overcoming entrenched barriers within the office itself. It is an environment where success often comes not because of, but in spite of a system that consistently fails to match the spirit and intent of the original charter.</p>

UNODC	<p>The career development system is based on favouritism and grace and favour systems, facilitated by a lack of transparency and abuse of power. Opportunities to prove oneself are not evenly distributed. Undermining of competent staff is done through removing access to relevant information and opportunities. Merit, integrity, fairness and equal opportunity do not seem to be concepts which managers (up to Directors) seem to understand or implement. Instead a few staff are chosen to receive opportunities on the basis of their closeness to the manger. This means, for my institution, that many competent staff have been held back and denied opportunities in a manner which is difficult to address openly - because it is not perpetuated in the open.</p> <p>Fundamentally this is abuse of power, counter to competencies of integrity and professionalism and has imposed a set of values on the organisation which are those highlighted by the UN's detractors - unfair, corrupt, careerist, unethical and unprofessional. This is not the UN I wanted to join as a young staff member - it has been a horrible disappointment. Fundamental values which the UN stands for and which we steward through our normative instruments are not in any way reflected in the manner in which staff are treated. The UN has become a gravy train for those who have found ways to exploit it and has ignored, disrespected and undermined the wealth of talented individuals who are drawn to public service for honest reasons. Favouritism, nepotism, exclusion, lack of transparency and accountability, cheating for personal gain, manipulation of the UN's work and purpose for personal gain, have become the disgraceful qualities which are poisoning the potential of staff.</p>
UNODC	Please note that answers have been formulated thinking "Department" refers to the full organization in which I work, not my specific duty station.
UNODC	<p>There are too many bureaucratic procedures, too many meetings, not enough impact.</p> <p>Recruitments are too often based on other criteria than merit (such as improving gender balance).</p> <p>The organization uses problems to make money, instead of using money to solve problems.</p>
UNODC	I keep my comments on supervisor to my First Reporting Officer. Unfortunately in regard to the Second Reporting Officer there was no opportunity to comment.
UNODC	N/C
UNODC	The administrative sistem "Umoja" makes a lot problems in implementation of the projects, very burocratic and take more than 6 months to pay to the participants their DSA and the hotels for the trainings. Is horrible and put UN in bad situation.
UNODC	For UN Secretariat entities with a global footprint, the single greatest threat to future relevance and impact are the inefficient, labour-intensive, inappropriate and slow administrative support services, including the underlying rules and regulations governing financial resources management, procurement, recruitment and external party engagement. The UN remains extremely rich in talent, motivation and goodwill, but very poor in delivering swiftly the research, policy support and technical assistance which are currently in high demand across the world, including in rich countries. The greatest challenge will be to adapt the UN delivery capacity to the current and multifarious needs of the world, and not to expect the world to adapt to the current cumbersome systems and processes for the delivery of goods and services.
UNODC	The mobility policies are affecting my chances of an upgrade. Due to my high level specialization it is hard to move either laterally within HQ but also FOs. On the other hand, I may not have all fair chances to be considered to a higher position should it become available.

UNODC	There is urgent need to reform Human Resources Management. Unfortunately the Mobility Policy is a missed opportunity, that will be unevenly applied and not guarantee the end objective to foster mobility Secretariat-wide. The system is far too rigid when it comes to dealing with underperformance. It is virtually impossible to get rid of long-term staff who abuse the system through non performance, absenteeism and even unprofessional behaviour. The eperformance system is too lenient and it takes too long (with development plan and all) to fire someone on underperformance. In addition if the person uses the legal remedies that are usually there to protect staff from abusing managers in order to file complaints against managers this discourages managers to engage in confrontations with these staff as it will appear on their personnel record that they have been involved in a complaint - even if unjustly so. It is not fair that more and more consultants and contractors are doing the work of UN Staff under unfair circumstances (no health care!), while long-term underperforming staff sitting in HQ usually, can't be touched.
UNODC	There are two groups of staffs in the UN....International staffs and Nationals. The gaps are wide between these two, and the organization treats them differently.
UNODC	Some strict procedures supported by Umoja are not adapted to field work and assistance and reduce our credibility as organization. Form is taking over substance in many instances.
UNODC	- There is a great divide along the line between General Service and Professional staff. Administrative duties are not perceived to be work at all, and from the point of view of Professional colleagues take no time or effort at all to accomplish. - Management capabilities (in general and more specifically for projects/programmes) are a big gap. Substantive expertise is taken to mean management expertise, which is almost never the case. Thus, the vast majority of managers are substantive experts who do not want nor care to obtain the skills to be good (or even passing) managers. This is what leads to misuse of funds that could be more efficiently used with appropriate management by management experts. - Not enough thought or planning was employed when moving to the new ERP system Umoja. The system is seriously lacking the functionality that our work requires, leading to more time and effort being lost on accomplishing the administrative tasks.
UNODC	We need to introduce meaningful career management to increase job satisfaction and enable mobility. Mobility will not work without institutional career management.
UNODC	I believe UN environment should be merit based environment and should not be dependent on connections for career advancement. I believe we should move away from G and P distinction and create one pay scale for both and allow everyone to progress based on their performance. We need to enhance performance management mechanism to truly value good performance and provide array of easy-to-use tool to manage under-performance (including laying off staff who do not perform). We're loosing a lot of internal talent either through staff leaving or simply giving up, which is a shame, since staff remain on payroll but are not in reality producing as valuable output as they could be, so we daily loose a lot of potential, lot of human resources value and lot of monetary value. Also, rules are unnecessarily complicated and in many cases paralyse the operations, which are more and more fast-pace oriented. While law and order still need to prevail, flexibility needs to be incorporated in the structures to allow for quick and efficient action (and I don't mean "UN quick" but really quick). Last but not least, we need to revise the recruitment and talent management set up in the house, since more and more we're hiring truly incapable and arrogant staff who negatively impact their environment but who themselves don't bring any good value to the organisation. What we do then is to try to 'get rid of them' by promoting them to different department so that it's someone else problem. And this cycle continues, while the performers stay in their jobs for years and years since no one else can do the work and they don't have time to spend 75% of the day at coffees, breakfasts and lunches.

UNODC	It only takes one to worsen the atmosphere.
UNODC	We have a DM Director who listens ONLY to the director of finance and ignores everyone else.
UNODC	This kind of survey is greatly appreciated because there has been no means for staff to express its views about our management and issues such as transparency, integrity and fairness in decision making and the treatment of staff. This kind of survey should not be done once every eight year but rather yearly, just as staff have yearly performance evaluations. If the UN will continue to be relevant and enjoy support of its members and staff, then managers need to be accountable to the staff they ultimately serve.
UNODC	Some colleagues make a big difference between G staff and P staff :(Umoja works perfectly for travel and HR, but is very frustrating if you don't have all the roles related to budget
UNODC	1. UMOJA is creating havoc in UNODC, specially in field operations. 2. UNODC pays no attention to its field operation, there is a complete neglect to those in hardship duty stations like PAK and AFG. have to address cases of staff of unethical behavior / serious misconduct / harassment. My HQ minimizes them and rather indicates should opt for "amicable solutions" or "there is nothing we can do", "keep documenting" "use the ePAS". I feel dis-empowered to take disciplinary actions. In this respect I feel the mandatory Annual Leadership dialogue is meaningless. 4. The new travel rules are awful and makes mission travel a hassle. 5. The elimination of accelerated home leave (annual) in non-fam / hardship duty stations is an upfront attack to those staff members working in dangerous locations and separated from loved ones. Technically we can see our families once every two years. This is insane and leads to family conflict and staff stress. For sure no work/life balance. 6. UNODC has no career prospects. It has witnessed various cases of staff going from P2 to D1 in little time and without ever leaving HQ. In contrast Field Staff positions have been demoted compared to other UN departments. UNODC keeps bringing in "external candidates " via dubious recruitment processes with no relevant experience.
UNODC	Work environment has deteriorated in past 12 months and more so in past 6 months. Supervisor has poor managerial and people skills. By awarding ultimate project management authority to him, field staff have nowhere to pursue second opinion or support. Work flow greatly stalled due to additional bureaucracy that we may not achieve our performance objectives.
UNODC	1. Due to introduction of UMOJA the roles and responsibilities are mixed up, the staff has to work long hours, procedures have become much more bureaucratic, vendors are not happy with a new system and payment mode; 2) no programme for career development, no promotions; 3) no mechanism to resolve urgent issues and address the challenges the staff is facing.
UNODC	It is important to improve work between the Headquarters and Field Offices to ensure that HQ provide expert advice and facilitate service delivery. It is important to ensure implementation of mobility policy to keep staff motivated.
UNODC	N/A
UNODC	Lack of control, too many procedures and emails. People are losing the essence of the work.

UNODC	The UN must find the means to fund staff severance packages when we can no longer fund their employment and not try to get rid of their long time-serving employees without paying them anything. In the field staff are told that the UN has no funding for indemnities; The UN must put an end to the different contract modalities (FT and SC contract types). The first thing an SC contract holder reads on his/her contract is that they are not staff members. How can one actually feel motivated by signing this type of contract?; SC staff in the field are discriminated by UN HQs on a constant basis. This is not fair. The UN must think of inclusive internship programmes in the field and consider paying at least transportation costs for their interns. Internship in the field is only for those students who come from wealthier families. The UN must invest in more training for their leaders. We are often led by staff members who are not able to take decisions, who are not able to evaluate their staff performance and who are not able to supervise. The UN must invest in more training for its managers. Performance targets must be taken more seriously.
UNODC	Staff members recruited through competitive examinations (NCE/YPP) stand few chances to be promoted in this office, as some managers have the very unfair recruitment practice of "promising" P3 positions to either JPOs (in order not to lose the funding of positions from the sponsoring countries (notably European countries)) or to fill in those posts with staff who have been on temporary positions (and who often have themselves failed the NCE/YPP exam, and have not followed the mobility schemas that most NCE/YPP have!!). Promoting staff on temporary posts, as opposed to NCE/YPP staff, is often due by managers in order to increase or consolidate a sort of "sentiment of loyalty and gratitude" towards the manager in question - NCE/YPP staff would very rarely portrait that same level of excessive reverence towards managers!). If you are an NCE/YPP staff in this office, you will be looked at with a mix of admiration and jealousy and when it comes to career progression, the answer will often be: "...but you are so lucky to have a permanent contract"
UNODC	It will be crucial to give career advancement options also for G-staff at the professional level - seeing what many G-staff work and the type of work they are engaged in, that should be recognised at the right level. This is currently one of the biggest bottlenecks for career development
UNODC	UNODC renews staff contracts sometimes up to 10 days after they expire. They don't renew residency cards resulting in loss of privilege in the country/risk of deportation. At least one case of a consultant recruited and paid only one or two months later never reimbursing them for the first two months. Not very ethical or legal.
UNODC	One UN at the country level ought to become a priority. Too many operational resources are inefficiently used across a multitude of agencies. In some countries, the UN has more than two dozen separate office buildings in one city. Imagine the savings by pulling staff together in one building. Security is not an argument against such rationalization. It is easier to protect one building well, rather than two dozen. The UN should establish an Ethics Council for the UN Pension Fund, similar to the Ethics Council at the Norwegian Government's Pension Fund.
UNODC	Any comment
UNODC	I love my job and UN, but I would like to have better working conditions, legal certainty and job stability. I would not like to lose my job just because of a lack of funding as usual happen in the United Nations.
UNODC	Managers should have the skills to manage people and not just use their position for their own gain. Managers should uphold the rules and not bend them to accommodate their own interests. Managers should not be considered for managerial positions if they already had a track record of lacking managerial skills despite multiple managerial training courses.

UNODC	Rien à dire
UNODC	Like global governance, the UN is at a turning point. We need to revitalize it. We need to stop promoting a management culture that is obsessed with processes and promotes mediocrity. We need to prioritize our interventions and focus on the most pressing global challenges and threats.
UNODC	HR rules and remaining mainly on extra budgetary funds don't allow organizations like UNODC to keep the best staff on board nor offer stability to staff. The personnel is constantly worried for their position which is affecting their motivation and can even create jealousy between projects to obtain more staffing costs. Some managers are extremely good, inspiring and care for their staff. However if your manager has not this sensibility, personnel can be working hard without any sense of recognition for the job done.
UNODC	<ul style="list-style-type: none"> - Staff selection and recruitment are not always carried out in a fair and transparent manner. Often times positions are allocated so that internal candidates already serving in Vienna can stay - regardless of their qualifications and competences - rather than following a fair selection process. - Several staff members serving in Vienna HQ have only worked in Vienna or in other HQ duty stations and have no field experience at all, which often leads to lack of hands-on experience and knowledge of the subject matter and sometimes results from unfair selection procedures (see previous point). - Many staff members, including managers, only master a UN official language, although multilingualism is a requirement for most positions.
UNODC	Work-life balance, especially for mothers should be improved. Managers are not willing to promote / approve existing options (work from home, 80% work time etc)
UNODC	In general too many bureaucratic and administrative tasks and regulation hampers the effectiveness of providing the donors and beneficiaries the best value - too many control and old fashioned measures - especially HQ staff do not have the knowledge about field work.
UNODC	Mobility does not work at UNODC. It is always the same people that move around while the majority does not move (and have never moved duty station)
UNODC	Complaints have been voiced by staff to the Staff Council, HRMS and direct supervisors but none have taken the responsibility to address the declining health of staff due to the lack of competent leadership in the working environment. Managers should be held accountable but they are not. Retaliation is unfortunately a reality that lower level staff deals with on a daily basis. It is truly sad that one can be proud to be working for the United Nations but be treated so unfairly in the working place. Do we not have rights to be treated with respect and in all fairness?
UNODC	I strongly believe in the goal the UN as a whole stands for. I wish my job could reflect this commitment. I wish corruption would end here as well as worldwide. I wish staff members, consultants, and contractors would receive sufficient recognition for their tremendous efforts and be granted with at least the basics as recognised by other UN entities: job security, career development opportunities, health insurance, a staff council, or at least clear communication so that one could accommodate. Being kept in the dark, having to work double or triple than what is in the TOR and to be threatened to be let go is NOT contributing to staff well-being or health. Being left without a plan or a prospect certainly is not either. Of course other duty stations could be less expensive, but if you pay peanuts, you get monkeys - and lose all your accumulated expertise. Good luck with that.
UNODC	Revoir la politique de formation et donner l'opportunité à tout le staff de pouvoir en bénéficier.
UNODC	It would have been good to have a few questions on how our administrative regulations and culture affect the delivery of our mandates, as well as on job security. In my opinion, these are

	two of the strongest factors of demotivation in my department.
UNODC	The UN hierarchical organization works somewhat like a monarchy. Intense efforts towards more participative processes, as well as self-organizing processes should be made, together with re-thinking the P and G categories. In addition, the financial model of UNODC is not sustainable and causes great dysfunction.
UNODC	The UN does not deal with workplace harassment. Dear SG, please address these difficult issues too!
UNODC	Director is abusing his powers and favour his supporters. He drag people out to smoke and so on. Due to his abuses and mistreatments, talented staff moved to other places. We are overwhelmed with work and most of our supervisors and staff are everyday working long hours to meet deadlines. Extreme stressful situation due to UMOJA. Staff went on long term sick leave, but no one really paid any attention to what is going on in this department. One thing is for sure. Working to UN will kill us before our normal age. Although we are still proud to say we work for UN !!
UNODC	The management leadership is ruining the organization by over-charging donor contribution and becoming less transparent. The recently implemented Umoja system is contributing to that effect. Extraction of information is worse than ever.
UNODC	Too many comments to add here. Those who have entered in the past ten years through NCE/YPP are likely to be completely disillusioned with their career prospects. The new staff selection system rolled out in Polnet is demoralizing and impossible to feel confidence in - especially given the general abilities test being repeated so frequently (no matter how well you do, as long as you're not rostered).
UNODC	I think it is a shame that performance appraisal is not done on mutual terms. This would allow the managers to learn from their mistakes (as well as for the staff). Bt as higher they get in their categories, the less they know what the real problems are. And often, they don't even want to know. As a result, there is a lack of responsibility for which they are actually paid for.
UNODC	None at present.
UNODC	nepotism and bad personnel decisions motivated by purely personal considerations and patronage have resulted in a badly demoralised workforce and the extension of the USG till next year has exacerbated this
UNOG	Chaque année, les fonctionnaires sont évalués par leur(s) superviseur(s) par l'intermédiaire de l'epas. Ne pourrait-on pas envisager la possibilité de noter la supervision (individuellement) et la manière dont la personne gère son équipe/son département? La plupart des employés est tout-à-fait capable d'évaluer ces compétences.
UNOG	Greater scrutiny of mid level managers is needed, including through regular feedbacks by staff.
UNOG	Les fonctionnaires du département de la sécurité de Genève sont discriminés par rapport aux fonctionnaires des autres départements. - Pas de projection de carrière (certains feront trente ans de présence sans la moindre promotion ou reconnaissance administrative). - Pas de reconnaissance active des réalisations pour les promotions. - Des contrats de trois ans maximum pour les agents parfois durant toute une carrière (Qu'en dit le BIT?). Merci.
UNOG	People at the UN are afraid of taking decisions. Under-performing colleagues are sometimes

	promoted and never fired.
UNOG	SANS COMMENTAIRE . MERCI
UNOG	-
UNOG	Avoir des responsabilités dans mon travail , que la personne avant moi avait un G6 à ce poste et demandais un G7 lui !! Moi G4 actuellement !! Mon superviseur signe simplement les documents comptables que je lui amène sans en prendre connaissances ! je dois être responsable des facturations et résultats , mais sans avoir à mettre ma signature , pour pas pouvoir prouver comme cela , d avoir un grade supplémentaire pfffff
UNOG	Si seulement les valeurs des nations unies étaient réellement misent en application par tous. Mais il y a beaucoup trop d'inégalités de traitement entre les différents staffs. Certains restent intouchables malgré des fautes graves d'autres sont ennuyées pour des détails et le système est ainsi fait que les choses ne changeront pas demain. Ce n'est pas l'image que je me faisais de l'ONU.
UNOG	Thank you.
UNOG	Slowness in taking decisions or adopting new ideas, abundance of petty fights between people trying to retain their small power quotas, neglected P staff with no career path, G level staff with postgraduate university degrees who cannot advance further and are usually treated as second-class citizens. Those are all characteristics of work at the UN.
UNOG	Our values as UN staff have changed. I am not sure that we really care for the job we are employed to do now, as much as we care about how to retain the job. I wonder could this be the result of constant threat of staff reduction?
UNOG	Ce que je regrette c'est de ne pas être 'utilisée' pour mon talent (que j'ai prouvé) et de faire un travail que n'importe qui pourrait faire. Autrement dit de ne pas pouvoir servir l'organisation comme j'en ai la possibilité et ce après 23 ans. Il y a beaucoup de trésors qui se perdent dans les organisations.
UNOG	À la haute direction, il faut faire une rotation et doit être assigné des personnes qui ont une expérience de travail pertinente, les antécédents et la volonté d'améliorer, en prenant la responsabilité et la responsabilité de leur position!
UNOG	Managers in my Department tend to promote people like them, meaning white female obsessed by their work/career.
UNOG	Le fait de ne pas pouvoir discuter quoi que ce soit au niveau de l'organisation du travail fait que certains collègues deviennent de mois en moins motivés.
UNOG	When you're engaged for a job and 10 years later all your duties have changed, you have much more responsibility but nothing has changed in your administrative profile (no lateral movement, no change of job description in your file, no recognition of work done in the ePAS, ...), then it's hard to believe in a good management of the organization especially when your chief don't recognize any good work.
UNOG	Je suis très inquiète quant à la pérennité de mon emploi et je ne suis pas confiante quant à la capacité de mon département à gérer convenablement les coupures de poste. Je ne reçois aucune information rassurante et je crains que mon fixed term ne soit simplement pas renouvelé malgré mes 7 années d'ancienneté. Cette angoisse impacte ma vie tout entière. Je voudrais juste savoir que tout sera fait pour me maintenir en poste, y compris mon déplacement sur un autre poste mais

	rien ni personne n'est capable de me le confirmer.
UNOG	No comments
UNOG	Geneva is gradually changing from a model of excellence to your average dysfunctional administration because of top management decisions weighing down, most notably Umoja and dedicated and competent personnel cuts and budget cuts.
UNOG	I believe that the UN needs, despite over 30 years of continuous administrative reforms, a real reform effort that goes beyond lip services and failed attempts. It is obvious that a change of the desolate organizational and management culture is the requirement for any success of reforms.
UNOG	When you mentioned the career development, I strongly suggest that G to P exam should be removed. The barrier for G staff to move to a higher job category is too high. Thank you.
UNOG	Is the UN a democratic setting? If so, then managers, by definition, must be accountable to staff as much as they are to their higher-ups. This should be clearly defined and communicated to all managers and staff members. Some managers claim that managers are only accountable to directors. I think this runs counter to the UN thrust.
UNOG	Managers rule with impunity. Too much goes on without sanctioning. Recruitment, with all its rules, remains very nepotistic. Talent management is next to non-existing. Mobility is actually punished - "not being loyal" to the parent office. The ability to do different jobs is seen as a liability. "Godparenthood" and "scratch my back and I scratch yours" are the guiding principles of this organisation.
UNOG	c'est une honte pour l'ONU quand un chef nouvellement arrivé donne des promotions d'abord aux nouveaux qu'il ou elle a recruté sans avoir aucun intérêt pour ceux qui étaient en place avant.
UNOG	Unfortunately, there's no question about UMOJA, hot desking, open space, smart working, salary cuts and other important issues.
UNOG	I believe that the acknowledgment of homophobia is quite formal at the moment. I haven't heard management, at any level, in my almost 20 years of career mention in any public speaking occasion this issue in the workplace. So in my view, fight against homophobia remains more of a paper commitment, not at all visible in our daily working life. On the other hand, I'm very happy to see that the fight against sexism has now been integrated more our daily operations.
UNOG	Je ne suis pas récompensé de manière juste pour ma contribution à mon travail car l'organisation manque de politique de carotte et bâton. Ceux qui ne font rien sont protégés et ceux qui travaillent bien et vite sont "solicités" pour accomplir les tâches des incompetents et en fin de compte, tout le monde monte de grade au même rythme. Mon superviseur ne peut pas servir de modèle en matière de gestion et de direction et il joint le geste à la parole, car il n'a pas de marge de manoeuvre pour promouvoir ou pénaliser.
UNOG	My department shares information True. But not the most crucial ones related to cuts. Maybe to avoid panic within staff but this is not correct. Sharing useless meetings and information is what is being done. nobody needs to know who sneezed when but more how cuts are going to affect us.

UNOG	<p>Communication interne : en tant que Gstaff, très peu d'information arrive jusqu'à nous. Par exemple, les récents e-mails sur les coupures de postes G à la CNUCED: nous sommes les premiers concernés et les derniers informés. L'information devrait nous parvenir par voie officielle et en même temps que nos superviseurs (qui ne transmettent pas toujours l'information). Nous pouvons proposer des idées et des solutions à des crises graves comme celle-ci. Merci de penser à nous consulter. Je reste persuadée, qu'à compétences égales, la promotion interne doit être favorisée. Les procédures de recrutement ne sont pas toujours respectueuses de ce principe. De plus, les panels doivent être composés de personnes neutres et d'un spécialiste RH. Beaucoup de questions sont restées neutres car je n'ai pas les réponses ou parce que les questions sont trop générales. Faut-il juger la CNUCED, la Division, la Branch ou la Section (objectifs, leadership, supervision)? Selon le cas, les réponses sont radicalement différentes. Merci pour votre attention!</p>
UNOG	<p>The mobility plan puts a strain on my family life, as it would force my partner or I to give up our job in order to follow the other person to another duty station. This rule was implemented after I had joined the UN and it generates doubts on my future with the Organisation. I enjoy my professional life in my duty station, my children are integrating in the local social structure and I wish this measure were on a voluntary basis. I struggle to understand why the Organisation would want to cover the exorbitant costs of moving entire families around the Globe. I find it demotivating and it puts me in a position where I always need to be on the lookout for a different post. Centralised hiring is also rather worrying, a hiring manager should be able to select the candidates that he/she sees fit to perform the job. The competency-based interview system is fallible and selecting the best candidates is hard enough when we meet them in person. For this reason, having candidates imposed by a panel that does not have a hands-on experience of the jobs as it is done locally on a daily basis is a recipe for disaster.</p>
UNOG	<p>Fairness and transparency is not the same for each staff member.</p>
UNOG	<p>I love my work in general because of my supervisor. I feel like I come to work to please her. I try not to make her unhappy as she trusts that all is under control</p>
UNOG	<p>Human Resources management desperately needs improvement. Too slow and fragmented.</p>
UNOG	<p>I am the longest serving member of my unit, in fact I set it up, I saved my organization a lot of money by pointing out issues with MOU's between our office and another agency. My role has never been acknowledged, Management has changed since several times in my tenure and the current manager has never been fully briefed on the extent of my work (I believe). Other staff members have been taken on after me and received promotions / had their posts upgraded but mine has remained the same. I believe that I have the support of my immediate supervisor and I trust her, but I do not trust the senior mgt. Decisions that they have made have badly affected the morale of the unit because there are favourites who have been promoted above those of us who have continuously worked hard and in my opinion dealt with very difficult circumstances and performed beyond the expected norms or the TOR for their posts. Our chief and our immediate supervisors, have stated as much to the Head of our division, but he has still made decisions which have contributed to the current low morale within the unit. I like my job very much, it is demanding and allows one to think and make a genuine contribution. But after 14 years without any acknowledgement of the work that I have done especially in the beginning, when no one else in the organization had my skills set (because I had worked in the field). I feel very let down and to be honest unfairly treated. I did not say anything for a long time as I believed that management would take some action on upgrading my post. I was wrong. My supervisors and Chief acknowledge that I am very good at my job but the head of the division refuses to put my post forward for revaluation on the grounds that there is no money. Despite generating posts for other less qualified individuals. I probably sound bitter and I am because I do take pride in my work, it is not good to feel unappreciated and overlooked. When I genuinely believe that I really</p>

	did /do make a difference in the work that I do.
UNOG	There is no career development especially for G-staff. Seniority and connections work better rather than competence and professionalism. Initially I was happy and proud to say I work for the UN but as years went by, this is becoming less and less. I will not recommend to a friend to apply or work for the UN because they can get up frustrated because of too much bureaucracy and hierarchy. However a mission in the field is a different story. A more rewarding work which demonstrates what UN is really all about.
UNOG	Trop de "P" obtiennent des postes à responsabilités par "copinage" sans avoir les compétences requises (certains résultats de tests sont même truqués). PIRE : Il arrive que des "P" travaillant à 100% pour l'ONU aient une activité professionnelle parallèle et utilisent les bureaux de l'ONU pour travailler à cet autre emploi. Trop de "G" ne font ABSOLUMENT RIEN de leurs journées (refusent de travailler) sans que leur superviseur ne dise ni ne fasse quoi que ce soit. PIRE, ces superviseurs leur font des bons ePAS tantôt pour ne pas être injustement accusé d'harcèlement (simplement par qu'ils osent leur confier des tâches à faire), tantôt dans l'espoir qu'ils puissent trouver un poste ailleurs et ainsi s'en débarrasser. Problème : ces "G"-là restent toujours confortablement à leur poste sans jamais travailler. Du coup, leur travail retombe systématiquement sur leur collègues "G" qui assurent ainsi le travail de 2 personnes. Tout ceci est terriblement injuste. Pourquoi les bons éléments, qu'ils soient "P" ou "G" ne sont pas reconnus à leur juste valeur ? Pourquoi rien l'impartialité n'est pas assurée dans la distribution des postes ? Pourquoi, sous prétexte d'ancienneté, certains "P" ou "G" exigent une promotion non méritée (incompétence ou improductivité) et... l'obtiennent ? Pourquoi les superviseurs ne peuvent pas mettre des "avertissements" à leurs subordonnés lorsqu'ils ne travaillent pas ou qu'ils travaillent mal (comme cela est fait dans le secteur privé) ? Encore... Comment l'ONU, qui oeuvre dans le monde entier afin de faire respecter "les mêmes droits pour tous" peut-elle laisser son personnel partir à la retraite sans qu'ils ne puissent toucher leur retraite. Certains doivent s'endetter pour pouvoir subsister (parfois durant une année entière) jusqu'à ce qu'ils perçoivent enfin leur rente. Enfin... Doit-on parler des DSA attribués à des consultants ou des experts qui sont logés chez des amis et non pas à l'hôtel ? Doit-on parler des publications qui sont imprimées (parfois sur papier non recyclé parce que "le blanc, blanc, c'est plus joli") en quantité astronomique puis jetées quelques années plus tard car elles sont devenues obsolètes et croupissent par palettes entières dans des salles d'archives combles ? Je sais qu'il y a énormément à faire pour aider notre monde à se porter mieux. Je sais que la priorité est très justement donnée à ceux qui souffrent, ont peur ou ont faim. Mais ne devrions-nous pas commencer par montrer l'exemple en étant, nous-même (onusiens), irréprochables. Merci de m'avoir lu et de prendre en compte ces quelques lignes.
UNOG	Les gens qui parlent le plus d'éthique sont ceux qui respectent le moins ces valeurs....Merci au R.H.
UNOG	I feel completely disheartened, demotivated and disempowered by my management. While one supervisor told me quality had nothing to do with promotions, another director told off members of my section for questioning decisions of the head of section and reminded us that managers at

	the UN are not accountable to staff but only to higher management and added that we should understand the UN is not a "Trotskyist cooperative". Very sad for the UN that I continue nevertheless to take pride in serving!
UNOG	As much As I condemn the biased unethical practice by DCM Geneva, I believe in the values of the UN and I am proud to serve this organization.
UNOG	ITC hardware, software and services are not up to the excellence UN is supposed to enjoy. They are always 10 years at least behind
UNOG	If the intention of the survey is to hold senior managers accountable, it needs to be clearer in defining terms, e.g. 'leader', supervisor', 'director'. In my quite long experience in the UN, one's immediate manager can only really manage if their ASG/DSG level supervisor has any idea of management skills, including timely decision-making. Fortunately UNOG is currently well served in that regard, but elsewhere there is a considerable deficit. The test is management training: those who most require it are often the least likely to recognise that need! Also some of these questions don't seem to take account of the influence of matters beyond the control of individual managers. For example, personnel policies can affect the delivery of a work/life balance, and of prioritised training as well as rotation for refreshment of individuals and new blood for units. Finally, as a comment about the UN in general, true leadership comes from simple messages above all about public service - we're not here just for ourselves or to be 'proud' about working at the UN. We're here to be proud to contribute to ensuring that the UN serves the needs of the international public (the ultimate tax-payer). The UN isn't an end in itself. This survey seems a lost opportunity to reinforce that message by its confusion of personal and organisational needs.
UNOG	J'ai travaillé quelques années dans un service dirigé par un chef totalement incompetent, ayant tout pouvoir pour malmenier son équipe, qui a fait beaucoup de dégâts parmi mes collègues et qui, malgré de nombreuses plaintes transmises aux RH, est resté parfaitement intouchable grâce à ses appuis "en haut lieu". J'ai découvert l'injustice en travaillant à l'ONU. Les promotions se font sur des bases obscures. Je suis inquiète pour la pérennité de mon emploi et je ne suis pas rassurée par ma Direction qui ne semble pas avoir de vision à court, moyen, ni long terme, si ce n'est que l'on devrait disparaître. Ce sentiment d'insécurité pèse sur mon quotidien tant personnel que professionnel. Je ne sais pas comment seront gérées coupures de poste à venir et je me sens particulièrement menacée à cause de la nature de mon contrat de travail (fixed term), malgré 7 années d'ancienneté et des ePass toujours positifs. J'aimerais que ma Direction anticipe la restructuration à venir et propose un reclassement interne à chaque personne dont le poste sera supprimé.
UNOG	One of the biggest issues I see is that the UN is unable to retain highly motivated, brilliant young people who are hired as consultants. There is very little upward mobility and the UN loses its best and brightest after 2-3 years -- the maximum duration for most consultants.
UNOG	The admin. procedures are unheard of and in total contradiction with common sense, honesty, predictability . They would never be tolerated in any civil service of any civilized country. It is a free-for-all that benefits those who have power. One example: a position is posted, with a period of two months to present one' s candidature. The director of the department assigns to that position one candidate from the roster of pre-selected staff within a few days after the date when the position was announced, which means that other candidates are out, although they intended to apply. They might be on mission and not have the tools to apply. This is not acceptable, and the supervisors or chiefs of booths - interpretation service - do not oppose this. How can one speak of confidence or well-being? Staff feel despised, not recognized, that's all. Supervisors and directors have all the leeway they want to act as they please or to please whomever they want.

	And this is just one example, and certainly not the worst.
UNOG	My organization -- UNCTAD -- is destroying itself due to ineptitude and abuse of authority at the highest level. If you wish to clean up the delinquent agencies within the UN system, start with this one. PLEASE!!
UNOG	La politique de formation n'est pas suffisamment sélective. Nous nous retrouvons fréquemment à faire des formations qui ne nous serviront jamais dans le contexte dans lequel nous travaillons. Il faudrait moduler les formations en fonction des postes et des services.
UNOG	Beaucoup trop de niveau hiérarchique dilue totalement les responsabilités et l'implication. L'humain ne compte plus au détriment de la carrière personnel.
UNOG	J'ai eu la chance d'occuper différents postes au sein du département et ailleurs et je contaste avec regret que je n'avais jamais travaillé dans une unité aussi mal managée ce qui évidemment me fait perdre ma foi en les Nations Unies.
UNOG	Venant du secteur privé, étant aux Nations Unies depuis peu, je suis surpris du peu de degré de responsabilisation des P comme des G, de l'infantilisation des G, de ce système de "caste". Je suis également surpris, du peu de valeur d'exemple des Chef, directeurs, des abérations du système bureaucratique, l'ONU est un vieux éléphant qui a du mal à bouger et qui a besoin d'être réformé. Il y n'y a pas assez de passerelles pour changer de métier, une fois que l'on est dans une unité, il est difficile de changer, même si on a le diplôme qui correspond au poste. Également le panel des HR est très opaque, souvent vous recevez une notification 6 mois après que le poste soit fermé ou bien votre demande reste en attente deux mois avant d'être ouverte ! Ce qui me surprend par dessus tout est le changement de step chaque année : obligatoire et non soumis à probité et résultats.
UNOG	I am very proud to work for the UN and I strongly believe that the UN is changing the life of millions of people around the world.
UNOG	Le processus de recrutement est archaïque et il dépend du réseau, de la cooptation, du copinage. le nombre d'entretien "pour du faux" frise le ridicule. la compétence et les qualités intrinsèques ne sont pas valorisées contrairement aux nombres d'années passer dans les murs onusiens. tout est trop long. Umoja est une honte pour toute informaticien qui se respecte. c'est une calamité. l'Onu est une vieille mamie alors on la respecte mais de là à dire que c'est la paradis et que c'est merveilleux faut pas pousser. Je veux croire à l'éthique mais quand on sait comment ça marche de l'intérieur on rigole beaucoup en écoutant les belles paroles de certains. L'image est là mais si on gratte, attention !
UNOMS	Thank you.
UNON	We are sure that UNON in general, and DAS in particular, is lagging far behind other organizations and duty stations in terms of staff satisfaction. There is little if any attention paid to work life balance, none of our team members have job satisfaction or pride in the organization, ethical standards are poor and there is no appreciation of its hardworking staff. Instead we are constantly being told we are lucky to have jobs and stop complaining. Unit chiefs are good but DAS is managed by a small, powerful, self-serving clique of senior managers who, for many years now, have only been interested in feathering their own nests and have no interest whatsoever in the welfare or management of the general staff. Our best people leave as soon as

	an opportunity arises and who can blame them? The situation urgently needs rectifying if DAS is going to survive under the new global operations concept. We appreciate the new Secretary General for initiating this staff satisfaction survey.
UNON	If managers/supervisors feel the need to recruit “unique talent” (to serve their personal/country’s needs) they should recruit those individuals who are also capable of performing the official roles.
UNON	The UN is a good employer especially in this duty station. I am proud to be employed by the UN but my pride is lessened and I feel frustrated by the lack of career growth opportunities in the over 20 years I have worked here while friends in the public and private sector with whom I have equal or more capability have grown to senior managerial levels. Hence I resist encouraging my friends to join the UN especially at the local level and encourage them to stay outside if they value career growth despite the less attractive remuneration and apply at the professional level. Nairobi has over 60 UN agencies and despite having Common Service forums on many issues and despite having common service forums on HR matters agencies have totally failed to encourage and put to practice internal collaboration for promotion of capable staff especially GS staff in the duty station through giving priority to internal advertising prior to opening opportunities externally. Most agencies advertisements are placed on the external media without any internal advertising. Even when opportunities such as SPA or higher TJOs are available the mechanisms have not been put in place to seriously use such opportunities to motivate GS staff even when they have demonstrated their capability. Career growth for GS staff has for the longest time just received lip service from managers but no determined action. Field Mission opportunities have also become a pipe dream for many this is because DFS seems to rotate and recycle the same staff through the different mission opportunities blocking out opportunities for other staff who would love the field service experience, the DFS rostering system also does not seem to be utilized. The G to P exam is also a tedious and unnecessary hurdle and creates a concrete ceiling for GS staff who many would agree can fully function at the P-level given the opportunity. This system needs to be changed. Work-life balance is still not fully achieved as flexible work arrangements have not been integrated.
UNON	We should have same treatment across the board. Give merit where it deserves, the gap between G and P for salary is too big and the removal of sealing on grades (step 10) wait for tens years. The G-P exams to be considered. Create National Officers post. With the high cost of living, salary increment should be reasonable. Thanks.
UNON	During the implementation of Umoja all staff had to work many extra hours to manage to workload. After the implementation and with budget cuts way too early, before we even see the benefits of umoja, we continued to work many additional hours in order to cope with work. For Professional level, this is not compensated and our families have suffered a lot. Furthermore while there has been yearly increase of GS salary scales in Kenya, the professional staff has not had any increase for several years, even though living costs in Kenya has increased substantially. School fees have also increased substantially in Kenya and as only part of it is subsidized, school fees are becoming a huge burden on professional staff in Kenya, when no increment in salary.
UNON	Managers should show fairness and provide equal opportunities to all staff members.
UNON	The general service staff are very disadvantaged in career progression. UNON especially have some very highly qualified GS staff who are stuck and cannot move due to the draconian rules. This results in dissatisfaction, empathy and low morale. The performance management system is also not helpful as staff are just given an equal rating without giving consideration to individual attributes, Feedback is also not well given.

UNON	I wish an upgrade in job grade would be considered being in the lower grades we get demeaned and looked down upon by many in our line of duty regardless of our qualifications and the years of work experience.
UNON	I gave some low rates because, I have new Chiefs / managers and, I still answer between the old and new appointed staff, practices etc. I strongly want to believe more in the UN as a peace promoter problem solver but, some times it is difficult. I was very happy when I joined 24 years ago, thinking I will see lots of good things. Time passed and, war, poverty, unhealthy settlements and trafficking in weapons, children and people still there. I hope we can do more. Money comes and I am not sure if always goes to the right causes.
UNON	WELCOME TO UN FAMILY MR. ANTONNIO.
UNON	Jobs are given to specific people, especially the boot lickers. There is discrimination, managers are rude, they dont listen to staff, staff are overworked and threatened that they will not have their contracts renewed, they are left out in promotion, etc. You give ideas to a manager and they just brush it aside. To some extent I can say the managers treat us like slaves, like we never went to school, I call it Neo Colonisation.
UNON	We need to have fair recruitments at the UN
UNON	Unfortunately my supervisor micro-manages and the atmosphere in the office is constantly strained as a result. We all seem to be in a non-stop state of vigilance all day due to inadequate planning and managment. Appreciation for most of our work is not there. It would be a good idea to ask our supervisors to take over our responsibilities and work for one full day to see what it entails. Will most assuredly open some eyes! There also seems to be a lack of clear guidelines from headquarters in New York regarding working on a computer all day. No breaks are currently entertained by our supervisors/managers which is not condusive to the health and well-being of the staff members. Maybe we could get some guidance soon as to what is acceptable or not in terms of breaks. It is also quite hard to see what he/she is ultimately striving to acheive. I understand that certain issues are beyond my pay grade but more transparency is needed in order to allow our input. Most often supervisors are not in touch with the work that goes on beneath them and as a result should not be able to make decisions that impact the staff beneath them.
UNON	Good competent persons should be given the supervisory or Service Chief or leadership role and not based on color or friendship or other means. Bad leaders cause lot of money to the organization and lost job-satisfaction.
UNON	The UN does too little in terms of following an nurturing staff careers - much of it is ad-hoc, there is no systematic support discernible. The concentration of decision making and policy at HQ is a problem and runs counter to the global nature of operations. The regulatory framework is too complex, complicated and cumbersome to administer with an excessive focus on procedural compliance rather than a focus on the needs of operational implementation rather than monitoring of the few cases outside the norm and provide more facile processes for the 99% of the cases that are unproblematic - the UN does exactly the opposite
UNON	Career advancement from G to P should be made easier
UNON	Think about raising the benevolent fund maximum amount.
UNON	There is unfairness in the reward system - usually not by merit as per performance evaluation. there is favourisim. Flexible working arrangements not easy to organize in office.

UNON	Recruitment processes are not transparent. Long serving staff are not given priority. New staff members are brought on to higher positions from external sources onto temporary positions and thereafter are promoted onto valid vacant positions without giving chances to the existing staff members.
UNON	Career progression is very poor in UNON particularly for General Service staff. Stagnation is also very disheartening especially when they keep employing outsiders to fill in positions for which you are qualified. You basically have to be politically connected or know someone to get a job for which you are the best candidate by miles and on merit. Above other certifications, consistently good appraisal over the years and an MSc, I have come to accept this reality.
UNON	My supervisor is good. Higher level management is not really felt. Does not communicate strategies for the department especially in terms of cost cutting if there will be any.
UNON	Help!
UNON	The UN is a great organization. However, incompetence, cronyism, corrupt practices in both recruitment and procurement has made the organization to spend and waste millions of dollars. The organization recruitment process is based on who one know rather than what one knows. Staff who are capable and working for the values and principles of the organization professionally are sidelined, demotivated and treated with contempt. To ensure that the UN stands in its founding principles, the organization is required to reform in areas of placement, recruitment and promotion. An independent organ out of the UN should conduct the interview and written exam process during recruitment. Staff with dedicated services and loyalty should be motivated. AI's are required to be more water tight to enforce and promote fair management practices. Staff should only be evaluated based on their characters and competencies, not race, religion or color.
UNON	N/A
UNON	Motivation for staff in the UN is very low with limitations in advancement for GS despite all the level of experience they have.
UNON	N/A
UNON	N/A
UNON	I hope managers would find a more staff inclusive way of operation in day to day activities. Staff motivation is at an all time low and reviews on this should be done to help bring back the zeal that was once there. Mobility among staff and training should be given priority.
UNON	MANAGEMENT AT MY ORGANIZATION NEED TO HAVE THEIR EARS ON THE GROUND, THEY NEED TO LISTEN TO STAFF MORE. THERE NEEDS TO BE MORE OPPORTUNITIES FOR STAFF GROWTH, WHETHER YOU DO A GOOD JOB OR NOT, NOBODY RECOGNISES.
UNON	Racial discrimination!
UNON	Managers need to be trained on Human Resource management in totality. Most managers are so naïve on this area.
UNON	I am dismayed by the last few years' developments in DGACM. It seems a few senior colleagues are trying to dismantle the department to further their own careers (i.e., trying to demonstrate to certain Member States that they can cut costs to the bone). It is truly horrifying - and I say this as

	a citizen of a Member State that is among the main culprits.
UNON	NONE
UNON	UN is a good employer but the management needs to learn to respect rules and regulations. You find they will go on leave when they want but the GS staff have to beg for it. Ethics is on paper but the management do not apply the same. Abuse of office where now the management are employing their relatives left right and centre thinking that we do not see. Whistle blowers need to be protected if ever we are to make UN the place to be. Staffing should be separated from the department head to give room to deserving staff without being biased when it comes to selections. Promotion should be on merit and not favors because bosses have those they favor. Mobility should be enforced to avoid laxity from bosses and this will cab the abuse of office just as its done in UNICEF. Development should be taken seriously because bosses use this to a back lash to staff they do not like.
UNON	There is a lot to be said but a survey monkey platform is neither the place or the tool. Perhaps try asking the question in an email attachment form with a secure return email address
UNON	As much as my own department has good leadership, we observe no financial accountability at the top level for the financial conditions of the organizations. The Executives that suppose to lead, develop strategy, acquire new donors tend to spend much more than their bring back. There should be more transparency as what are their results of work?
UNON	It would be good to come up with various motivational that can promote career growth of locally recruited staff. At the moment a good number a qualified and capable.
UNON	N/A
UNON	A person is hired as per the requirements but once on board, recognition and support is not accorded to enable effective performance in that field of professionalism.
UNON	I feel like for staff members being roastered on the jobs are not given time to showcase their skills. Jobs are advertised and indicated that only rostered candiate to apply you apply for the job and you are not shortlisted either the manager picks candiates away from roster.
UNOV	I have been working for the UN for over 30 years. I am self motivated out of my belief in the role and noble mission of our Organization. But careers at the UN are not for everybody. Our promotion system may be discouraging for some. We need to find some form of reward or compensation for hard work that is not linked to a staffing table.
UNOV	Section B, Question 5 - All answers are related to my SRO and not FRO (for FRO all check marks should go for one place to the left)
UNOV	Career opportunities should be more open to all. There are staffs with more qualifications, not getting scope for career development within or outside own Departments. A more fair chance could be offered to working staff members to pursuit their career according to their qualifications to reduce frustration and enhance motivation.
UNOV	My comments very much refer to my own duty station, Vienna. I am not familiar with all nuances of work atmosphere at the other duty stations.
UNOV	Work-Life balance does need to exist for men as well. We also have children. But in this respect more needs to be done. Work-Life balance should not only be for women.

UNOV	More steps need to be taken to develop staff's talent particularly in terms of achieving gender balance at all levels
UNOV	Knowing that my answers are quite negative, it has to be explained that we have a new boss since more than one year with no experience in managing people nor having sufficient experience in the subject area.
UNOV	UNOV management has not been as effective and efficient as it should be. Established procedures are unnecessarily bureaucratic and there has been very little change with the introduction of Umoja - UNOV continued business as usual and then duplicates work in Umoja. Leadership is very weak and completely risk-averse. Impossible to get any timely decision made by the director of management. Some decision are taken with months of delays and therefore most of the time are obsolete. Lack of decision making has affected staff morale and created confusion on roles and responsibilities. Countless positions have been left vacant for years and key senior management recruitment processes take considerably longer than acceptable standards. ePerformance documents are not timely completed particularly by senior management hence making the performance process irrelevant.
UNOV	I am in a situation where I am continually asked to perform functions dramatically higher than my G-6 level (regularly backing-up my P-4 boss, as well as taking on things delegated from my D-1 SRO, to my P-4 FRO, then passed on to me), including representing the Unit, Section and Organization both internally and externally. While I appreciate the trust being placed in me, sometimes the pressure, with things only being informally delegated, is a lot to take. It frustrates me that on the one hand, I am performing tasks usually done by a P-4 or higher, and yet am unable to reflect many of them in my ePerformance document, for example, as I likely shouldn't be doing them in the first place. Additionally, I find it further frustrating that despite my ability to perform at a level much higher than my current grade, there remains such a high threshold to be able to be considered for a Professional level post, without resigning or leaving the UN Secretariat for another Common System entity (I took the G to P exam twice, but was unsuccessful and now feel too old to go through the process again, and too experienced at my age to be limited to a P-2 position). I have also applied for a few Temporary professional posts, but have not even been short-listed, given the required exceptions for GS staff to be considered... Another frustration is the cap on Continuing Appointments for GS staff - in spite of my years of service, I don't have sufficient "points", and have not yet been granted a Continuing Appointment. One of the reasons for not having sufficient "points", is that our office takes the ratings seriously, and really, only exceptionally, grants 1 ratings. Tired of feeling like a proverbial 2nd class citizen in spite of doing the work of the 1st class of citizens...
UNOV	Some supervisors/managers are abusing their authority and wasting both human and financial resources under their control. They are not respecting accountability and professionalism to answer their supervisees in a timely manner. They are not doing performance management/rating fairly. They do not clarify issues/concerns. They challenge the supervisees to go for formal mechanisms when there is a dispute/conflict instead of solving the issues thru informal resolutions/offices such as staff council president's office, ombudsman's office, staff counsellor's office. Thus giving the supervisees lots of unnecessary emotional stress. They do not practice/implement what they preach. There is no transparency from them.
UNOV	Individual staff accountability must be enforced by the Organization. Too many staff are too relaxed about attaining goals and suffer a poor work ethic. This is compounded by many supervisors failing to provide proper oversight and mentoring or concerned the management will not backup the supervisors.

UNOV	I am for the most part happy with my situation, however the implementation of UMOJA and IPSAS has taken a toll on myself and my staff. Processes that should be straightforward, especially a year after implementation, are still difficult and we spend a lot of time communicating with procurement, finance, and HR to accomplish simple tasks in UMOJA, so much so that I feel that the last year has been consumed with these matters and I have not been able to effectively do my primary work.
UNOV	I have a good supervisor now but I had a really bad one before who had no soft skills and micromanaged all the time. We had a horrible time in the office, the atmosphere was negative. No communication was offered. I really suggest that the UN has better assessment centres and tests before hiring managers because the impact and the damage as well as the reputation to the organisation is huge.
UNOV	I believe the UN remains relevant, but not in its current form, and in my department at least, I believe we are taking the wrong direction in our development.
UNOV	I have suffered under abuse of P authority and lack of management skills and experience of previous supervisors/ As a G staff member I am in the same level more than 20 years, I have worked on a part time basis for years performing a full time job and was not given a full time position due to budgetary issues. My answers are related to my previous manager. My current manager since 4 years is a good manager.
UNOV	None
UNOV	This is certainly the best job I've ever had. It matches my skills set perfectly, and I'm delighted to be able to contribute to the work of the United Nations.
UNOV	There is far too much red tape and not enough real transparency at the UN. The UN does need to exist but the number of political nominations explains that it seems highly irrelevant to many people both within and without.
UNOV	"Personal responsibility" it's a MUST and, should be recognized as such at all levels on work related involvement. The above mentioned quality, would bring to our organization, not only a higher respect from our clients but, at the same time will increase the level of professionalism.
UNOV	In order to provide you with my comments I might need to write a book and prefer not instead to make myself ridiculous expressing this among few words only.
UNOV	--
UNOV	Transparency on the selection of candidates for the UN posts is very important to the organization. Fairness with the internal candidates is also extremely relevant for the organization and its employees.

UNOV	I am fortunate in my own department because it is – on the whole - highly professional, but the general atmosphere at the UN reeks of complacency, corruption, cronyism, selfishness, lack of integrity, incompetence and abusiveness. I have never experienced anything like it. Absolute (extraterritorial) power (not subject to the norms of the real world) absolutely corrupts! The organisation is stacked with managerial incompetents, who attack those beneath them for outshining them and protect each other from exposure. I am constantly frustrated by the extremely low standards of conduct and professionalism and feel consistently disrespected. Even when one alerts those in authority of shortcomings, they take no notice and the low standards continue unabated. Having a policy of zero-tolerance of harassment and then allowing harassment to go on with impunity is pure hypocrisy and devastating for those who become targets of sick people. Let's take just one example outside of the actual working environment: using the ladies' toilets. They are dull and drab, inadequately cleaned, with inadequate lighting. The paper seat covers are so cheap and thin that, once placed – with difficulty because they are so thin - on the toilet seat, as you turn around they fly off. The toilets do not flush properly so there is always residue left from the previous person. There is almost never a hook for one's handbag because it broke some time in the distant past and was never replaced. The neon light is usually flickering because the bulb needs replacing. And finally, the soap dispenser never works, from year to year. This is deeply symptomatic of the lack of respect that one (never) becomes accustomed to at the UN. Sadly, as the conditions of work continue to deteriorate, the situation looks set only to worsen in the years to come. A single adjective to describe working at the UN? Dispiriting.
UNOV	Certain functions should remain decentralized, G staff in general are hard working and should definitely not be cut considering the additional benefits P staff receive, there should be more opportunities to move from G to P, there shouldn't be 18 days of leave for temporary staff compared to 30 days for everyone else, the salaries in general I believe are fair for the content of the work, it should be easier and quicker to get UMOJA access, the UN should not focus on cutting staff but on improving and simplifying procedures and on increasing accountability and introducing additional performance indicators and reducing bureaucracy, UMOJA still needs to be improved and refined in order to reduce unnecessary workloads
UNOV	In my opinion, Umoja is responsible for the bad morale to a large part
UNOV	I love my job and believe I contribute to make this world a better place.
UNOV	I did fill in this survey but I do not think that anything will change. EVER!! There is a need for more supervision for the supervisors. There is a need for more transparency. There is a need for a performance evaluation of supervisors done by the people they supervise.
UNOWAS, West Africa and the Sahel	During the last 2-3 years lack of information towards lower levels and rewarding based on 'social networks' have greatly ruined a team spirit and staff confidence.
UNSCO, Middle East	No matter how much we talk about professionalism and integrity, senior management lack these core values. Their personal convenience and ego remains the main driving force for many decision. Sad, but true. Honest and respectful opinion is not welcome or appreciated.
UNSMIL, Libya	I am very satisfied with UNSMIL, my job, and our leadership and colleagues. I, however, would like to express that I get very disappointed when UNHQ level reject our mission's requests on some issues, even though the rejection would jeopardize our mission's activities, staff safety, and staff-wellbeing. I have various choice for my career, but I believe that I am working for things which are very important for people and I wish the management and ourselves will keep working on improvement of the organization.

UNSMIL, Libya	Accountability is lacking, especially with regards to staff performance. Underperforming staffs often get away with too much. A systemic issue that needs to be looked into is the e-performance / epas of underperforming staff. The "culture" that is not being addressed, is that to "get rid" of an underperforming staff, several supervisors keep rating them as performing because otherwise no-one else will hire them. In turn, the underperforming staffs use this to claim they are not underperforming. This has to CHANGE. I has now become a habit for some staffs to use pressure from their (influencing) Member States to intervene and put undue (and unfair) pressure on their management.
UNSMIL, Libya	We need to go back to our original duty station which is Tripoli, we are here to work for the Libyans, we should be next to them.
UNSMIL, Libya	The organization doesn't look for the staff (internal) years of experience. While the organization invest in training its staff send them for workshops etc, this is not taken in consideration when they apply for new posts or higher positions. The career development and staff selection process are not fair, i.e. a staff members sits for an exam for a level that he has been doing its duties and responsibilities for many years and yet he receives an email regretting his selection or that his application was not successful, whilst the letter/email doesn't indicate the reasons. The selection process should be reviewed, the UN has to give a point merit for internal applicants, who served with dedication under hard conditions.
UNSMIL, Libya	Hi, one point start to stress me, i.e., the centralizing of work, this is not practical as SM on ground can act immediately than to wait to RSCE to do the job and we have to give full explanation , memos, calls to make them do it, where we can do it in spot, this is really time consuming , in addition me and my team must keep reminder and follow up, and seek explanation how they are doing it and when they are going to affected, the question , why and how gave such idea, as well everyday we hear we are going to loss our jobs, downsizing....etc, this really affect our output in work. hope to review the centralizing of work as FS its not practical, thank you
UNSMIL, Libya	Just give an eye at the people who are going to lose their jobs although the saving of the UN should not be from the salaries. Fairness required from the UN for the staff members who were dedicated and lost their connection to their families because of their dedication and loyalty to the UN.
UNSMIL, Libya	Management and planning at the section level is weak. Work tends to be reactive and ad hoc. Not enough strategic planning at Department and section level. People take sick leave regularly without reporting it and take advantage of friendly relations to not comply with UN rules. E-performance is not taken seriously as a management tool.
UNSMIL, Libya	In my opinion, there are 2 changes that are really necessary in the UN organizations: 1) help/choose managers who really possess fair managerial skills by delegating more to their sub-employees and coaching more their staff - less travels for them would also improve the dynamics in offices; 2) concrete recognition towards staff who really make a difference in a department/team, including promotion and concrete support in staff career, and/or select a better appropriate staff for certain tasks based on previous recognition. I would also add that General Service disserve more preoccupations. They are excellent G staff who really work hard to support professionally and technically their Professional colleagues.
UNSMIL, Libya	n/a
UNSMIL, Libya	Please, assign the position in agree with the capabilities and not if they are FS or P. Have de experience of many Ps with university degree but not able to operate in the practice

UNSMIL, Libya	NA
UNSMIL, Libya	Merci beaucoup :)
UNSMIL, Libya	THANK YOU
UNSMIL, Libya	The UN is the only organisation in the world that can do what it does on a global scale and I am proud of its ideals, but not its operations. I find it hard to encourage effectiveness or "world's best practice" with the host-nation interlocutors I advise when we are in such a mess. I am embarrassed by the UN bureaucracy, opaqueness and sub-optimal work practices, many of which appear to be deliberately bad and unnecessarily elongated. I am thoroughly discouraged by our inability to consider simple local improvements (too busy to help ourselves) yet spend enormous amounts of money on dubious new ideas of doubtful relevance. Umoja is a perfect example of a huge expenditure on a technology that can only be described as 1980's standards. I am deeply saddened that we cannot recruit, manage or retain the best people despite having such a big pool to choose from. I am embarrassed that my organisation, which has so much promise, is so toothless. This starts with a small, select group of member states behaving like cold-war adversaries, with the power of veto. No wonder it is so hard to get anything done.
UNSMIL, Libya	During the years UN lost credibility in all aspect especially in political mission like Iraq or Libya
UNSOM, Somalia	The issue of promotion for FS category should be looked into critically
UNSOM, Somalia	I do work for UNSOM and my above answers are accurate when it comes to my Mission which I proudly can say it is one of the best Missions. But UNSOM has a huge problem that it is administratively managed by UNSOS, which I can tell you from the professional point of view, it is the worst managed Missions in the whole UN system. Management of that Mission is the main cause of stress for staff. They careless, unprofessional and their decision when it comes to accommodation, food, staff welfare, HR issues are causing tremendous pain and suffering to staff. I am hoping that the SG and his office and anyone concerned about UN staff in the field to take a closer look at three offices of Senior Management (HM, Director, Deputy Director), a well as HR and all the decisions coming out of those offices. There are serious problems here which very hard to tell in survey. Problems that requires sending a fact finding Mission of impartial and independent members to talk freely to staff from both UNSOS (less outspoken) and UNSOM (out spoken and frustrated) and to take a deep look at the issue of accommodation and how things are handled, food and catering (poor quality, rushed decisions to change caterer..etc), HR procedures and the terrible record of client orientation. We need a visit by people who wants to see things as they are and not a sugar quoted power-point slides. If the new SG and new administration cares about staff and improving how things work in the field, please do something out of the box to safe staff who are sacrificing a lot (and not respected or valued by their management..Example HM says if they don't like it "LEAVE") No, we want to give to the UN but you don't need to make it more difficult. I hope someone listens
UNSOM, Somalia	I am proud of serving to UN in the hottest spots of the world, but sometimes it is a valid requirement to allow such UN field staff to leave and serve in family duty stations that unreasonably ignored and not planned on the high level of UN leadership.
UNSOM, Somalia	Living conditions in Mogadishu is appalling, the containers with no proper ventilation can cause serious cardiovascular diseases. The containers are too small making one with claustrophobia feel extremely uncomfortable.
UNSOM, Somalia	Nil
UNSOM, Somalia	HR partners are not performing their roles as I have worked for 15 months without being

	payrolled reason Umoja experts are handling my case.
UNSOM, Somalia	I believe oversight of mission management by UNHq is poor, and senior leadership operates with total Impunity. They are not accountable for poor treatment of staff, abuse by their front offices, or recruitment of consultants. It is demoralizing to the other staff. Also UNSOM has had U.K Srsrg Leadership since inception. Why? That seems to compromise the image of the UN in country.
UNSOM, Somalia	Generally, the UN is a good organization to work for/in. One of the major challenges is accommodation for those working in the deep field locations, especially as relates to ablutions. Up to 60% of staff do not have self-contained accommodation, which raises concerns about hygiene and the risk of contracting contagious diseases due to sharing of toilets and bathrooms. The containers they have introduced for accommodation are not conducive to good health and a major risk for stress-related mental illnesses. That aside, the UN provides opportunities for career development, learning and scope for one to contribute to common humanity, especially those serving in conflict zones and humanitarian emergency
UNSOM, Somalia	The degradation of entitlements for leave, rest and recuperation etc is disgusting. Working in an E class duty station and being only provided one home leave ticket every 24 months doesn't benefit anyone.
UNSOM, Somalia	The recruitment process and the Human Resource department are completely dysfunctional.
UNTSO, Middle East	Training chances are not applicable even to the courses that are vital for our department, such as dangerous goods training that mainly will be held by March, no one were sent or nominated. in addition the supervisors are not sharing information or reserving budget for training.
UNTSO, Middle East	Accountability does not rest solely with Managers it also apply to staff without supervisory role. Both must be accountable partners to achieve departmental objectives and ultimately improve the image of the management of the Organization.
UNTSO, Middle East	The organization needs reform so as to make feel its staff members that they serve the world and that they feel very proud on it.
UNTSO, Middle East	Survey didn't quite distinguish between Section heads, Mission head and Supervisors
UNTSO, Middle East	The issue of cutting staff every budget year by force while the enormous assignment remain the same must be reviewed to avoid excessive stress impact on staff members.
UNTSO, Middle East	I believe it is high time that we should make an inventory of the talent of our workforce in the field. There are so many staff that receive salary for doing nothing.
UNTSO, Middle East	The improvement I will like to see in my department is building absolute trust between supervisor and employees. It seems the supervisor feels he is always right. Which in many cases is not correct.
UNTSO, Middle East	Within the area where I work, malicious behavior is a norm coming from the program manager, the program manager has mastered the art of manipulating the UN rules and regulations to a point where, it has become very difficult to challenge his fraudulent actions.
UNTSO, Middle East	Too many surveys that are designed to prove someones point are being sent out. The organization has placed moving to get promoted which has the bad affect of staff spending their days looking for the next job rather than dedicating themselves to working in their job. Repetitive and overlapping mandatory training due to lack of coordination, do the training in the DSS website

	then do the same training in INSPERIA.
UNTSO, Middle East	Better manager not always means to bring external managers and try to change UN into a corporate company We need to trust in the years of experience that UN staff has achieve in the field and bring this to help UN to achieve the global goals
UNTSO, Middle East	I'm proud to serve the UN however I face great difficulties fulfill my tasks due to none friendly environment around me.
UNTSO, Middle East	International positions should be rotate every 5 years.
UNTSO, Middle East	1. The classification/reclassification process should be transparent. Staff with similar jobs descriptions should be at the same Level too. 2. The salary scales for national staff should be based on USD even if the pay will be in the equivalent amount in the local currency. Staff shouldn't lose more than 60% of their pay and their pension during times of local currency devaluation and sever inflation. The organization shouldn't save on the expense of its staff well being and financial security. Staff shouldn't feel any humiliation for their service. 3. The SPA should be granted to the staff at the time of requesting the staff to perform extra duties and responsibilities. Staff should be recognized and rewarded for performing other jobs.
UNTSO, Middle East	In my views, currently applied recruitment policies and selection procedures in the UN are outdated and do not end up with fair and equal selection opportunities. In spite of some effort done in this direction, I think that yet a lot to be done and I recommend a complete entire maintenance and reform of those policies and procedures with the largest participation form all stakeholders to better meet individual career aspirations as well as the organizational objectives.
UNTSO, Middle East	Our problem is that people are not moved, and so they make friends and on the long run become corrupted and dishonest
UNTSO, Middle East	You are promoted not by performance and capabilities but by how much brown nosing you do Which created an atmosphere of mistrust and hatred in the section every time there is promotion
UNTSO, Middle East	Differences between National and International staff should be reduced.
UNTSO, Middle East	The "Do more with less" philosophy should not mean that skilled staff should be tasked more than what they are paid for and should be entitled to a fair review of their duties on a regular basis.
UNTSO, Middle East	No comments
UNTSO, Middle East	I still believe in UN but I believe I'm on the wrong mission. A lot of issues going on in this mission and that's why most of the staff does not stay too long here....