

Survey of Japanese Staff Members Employed in the UN System

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Abstract

This paper introduces a survey conducted in 2003 on the career development of Japanese staff members who are employed in the UN System. The survey showed that there is a high representation of Japanese women employed at the UN, contrary to the situation in Japan where the low representation of women at the professional level is conspicuous. This survey also found that highly professional and competent Japanese men and women chose to work for the UN to contribute to the improvement of the society by better utilizing their abilities. They respect values which are difficult to measure in terms of money.

I. Introduction

The number of Japanese who have resided outside Japan for three months or more is expected to reach one million by 2006⁽¹⁾. The larger part of these people are employees of Japanese private companies. However, an increasing number of Japanese work in multinational corporations and international organizations including the United Nations (UN). More young and highly motivated Japanese are willing to take risks in developing their careers through working in an international environment.

Together with one of my colleagues at Toyo Gakuen University in Japan, the writer conducted a survey in 2003 on the career development of Japanese who are employed by the UN agencies. The result of the survey is summarized in Chapter IV of this paper.

II. Precedent Study-Types of multinational corporations

According to a well-known study made by Dr. H.V. Perlmutter in 1969⁽²⁾, multinational corporations are classified into three types, namely, ethnocentric, polycentric and geocentric. In geocentric corporations, staff, irrespective of nationality, is placed in suitable positions anywhere in the world. The organization of the United Nations (UN) is considered geocentric and it aims to maintain world peace, to develop international co-operation, and to promote friendship among the member nations.

It is also noted that the UN is a non-profit organization and that all its costs are borne by Member States, at present totaling 191.

III. Human resources management at the UN

The following outlines several characteristics of personnel management at the UN agencies.

3.1 Nationality of staff members

Staff members are recruited and promoted taking into account the contribution of the member state concerned. This policy is called geographic distribution and is stipulated in article 101 of the UN Charter. The aim of this policy is to avoid imbalanced representation of particular countries in the staff composition. At present the number of nationalities of staff members at the 30 UN agencies is 190. These 30 UN agencies belong to what is called the UN Common System where the conditions of work, salary level and other entitlements are made equal. These 30 agencies are listed in Table 1.

Table 1 30 Agencies in the UN Common System

1 United Nations

- a UN United Nations*
- ICJ International Court of Justice
- ICSC International Civil Service Commission
- b Subsidiary Organs
 - UNDP United Nations Development Program
 - UNFPA United Nations Population Fund
 - UNOPS United Nations Office for Project Service
 - UNHCR Office of the United Nations High commissioner for Refugees
 - UNICEF United Nations Children's Fund
 - UNRWA United Nations Relief and Works Agency for Palestiniane Refugees in the Near East
 - UNU United Nations University
 - WFP World Food Programme
- c Joint organs with other Agencies
 - UNAIDS Joint United Nations Programme on HIV/AIDS
 - ITC International Trade Center

2 Specialized Agencies

- FAO Food and Agriculture Organization of the United Nations
- ICAO International Civil Aviation Organization
- IFAD International Fund for Agricultural Development
- ILO International Labour Organization
- IMO International Maritime Organization
- ITU International Telecommunication Union
- UNESCO United Nations Educational, Scientific and Cultural Organization
- UNIDO United Nations Industrial Development Organization
- UPU Universal Postal Union
- WHO World Health Organization
- WIPO World Intellectual Property Organization
- WMO World Meteorological Organization
- WTO World Tourism Organization

3 Other Agencies

- IAEA International Atomic Energy Agency
- ICAT International Center for Advanced Technical and Vocational Training
- PAHO Pan American Health Organization
- UNITAR United Nations Institute for Training and Research

* include major Orgs, Regional Commissions and other Commissions

3.2 Duty stations

One of the major responsibilities of the UN is to promote social and economic development of developing countries. This requires a substantial portion of its staff members to be stationed in developing countries. At present the duty stations assigned to its staff are scattered over 179⁽³⁾ countries, covering 546 cities and villages⁽⁴⁾. In general the staff members are required to work outside their respective home country.

3.3 Promotion/assignment of staff members

In the UN, the process of promotion and assignment of staff starts with each staff member as he or she applies for a higher graded post or a post different from the present one. It is mandatory that all vacant posts in the professional and higher categories be advertised all over the world. If a staff member wishes to get promoted or to expand his or her field of work, he or she must apply for such higher graded posts or other applicable posts by his or her own initiative. If a staff member is satisfied with the present work, he or she can remain at the same post without applying for any vacant posts.

3.4 Working Language

English has been widely used at workplaces in the UN. In some duty stations, French or Spanish is also used in addition to English.

3.5 Salary

The salary in the professional and higher categories is calculated in US dollars and paid in the currency of the staff member's choice. The salary is composed of the basic salary, post adjustment and various allowances such as education grants and housing allowance. The total annual salary is divided into twelve and paid monthly to the staff member concerned. There are no bonuses or other special payments to staff members.

The UN salary structure was established in 1945 based on the one implemented for the Federal Civil Service in the United States. Salaries at the UN are considerably low compared with those at leading Japanese companies.

3.6 Affirmative Action Programs

Affirmative Action Programs have been implemented in the UN agencies to promote the principle of equal rights between men and women and to upgrade the status of women.

As of December 2003, the percentage of women in the professional category is 38 %⁽⁵⁾ and that in the higher managerial categories (D-1 and above) is 22%. The percentage of women

throughout the professional and higher categories is 36%. In order to achieve a parity between men and women, the UN secretariat has been striving to increase the percentage of women to 50%.

As compared to the ratio above, the percentage of women in Japan at the managerial level is quite low. According to a survey of the Ministry of Health, Labor and Welfare, the percentage of women at bucho level (director and above) was only 2.7%⁽⁶⁾, that at kacho level (division head) 5.0% and that at kakaricho level (unit head) 11.0%. According to another survey by the Ministry of Health, Labor and Welfare in 2004⁽⁷⁾, the percentage of women on career track (sogo shoku) was only 3% in the companies which had implemented the employment management system classified by course.

IV. Career survey of the Japanese staff employed by UN agencies

4.1 Target group

It is noted that there are various definitions of a UN agency. Altogether 30 UN agencies in the UN Common System and the World Bank group are included in this research survey.

Japanese staff members whose contract duration was one year or longer were taken into account. Staff members in the professional and higher categories were included in the survey but staff members in the General Service category were excluded.

4.2 Research Method

A total of 25 preliminary hearings were conducted in 2001 and 2002 focusing on those Japanese UN staff stationed in Geneva, New York and Tokyo. Based on these hearings, the question items were prepared for the survey.

4.3 Career survey by e-mail

Mailing a questionnaire to the relevant Japanese staff was originally planned in this survey. However, since the majority of staff members are working in developing countries where the postal service is not reliable, it was decided to conduct this survey by e-mail.

A questionnaire consisting of 57 items both in English and Japanese was sent to 541 Japanese UN staff members employed by 23 UN agencies in June 2003. Prior to dispatching the questionnaire, an e-mail had been sent to 741 Japanese staff members, where an introduction of this survey was made, asking for their cooperation. Then those who turned down participating in the survey or whose e-mail addresses were wrong were deleted from the survey list.

Two hundred fifty staff members from 20 agencies replied to the questionnaire within two months. The response rate was 46% which was considerably high compared with other ordinary

surveys, thanks to the preliminary introduction by e-mail and an e-mail reminder informing them of the response rate by agency.

4.4 Overview of respondents

There were 250 respondents: 119 male, 126 female and 5 not mentioning the sex. However, among the respondents, there were 34 AE/JPOs who are kind of trainees and funded by the Japanese Government, 25 staff members who had been seconded for the UN by the Japanese Government and 21 members under the Young Professional Program (YPP) or under other types of contract.

To grasp the real picture of the Japanese UN staff, the respondents of AE/JPOs, those seconded by the Government and those under other types of contract were excluded from the analysis. In conclusion, 170 Japanese UN staff members financed by the UN and seeking careers within the UN were considered in this analysis. The breakdown of the 170 staff members by sex is: 79 male, 87 female and four not disclosing their sex. 87% of the male respondents were married and in the case of female staff, 54% were married and 43% single.

4.5 Analyses of data

When the data were cross tabulated, it was noted that the biggest difference was brought about by sex. The following analyses were therefore made primarily by sex.

(a) Specialized field of study related to the last degree held:

It was observed that about 60% of Japanese UN staff (men and women) completed either commerce/MBA/MPA or international relations or economics or development studies as the last degree they held. The breakdown among commerce/MBA/MPA showed that more men obtained MBA and more women MPA. As shown in Figure 1, the specialized fields of male staff members were widely spread out: 25% chose commerce/MBA/MPA, 16% economics, 12% international relations, 9% engineering and 8% law. On the other hand, female staff concentrated on more limited fields: 23% chose international relations, 15% commerce/MBA/MPA and 14% development studies.

(b) Grade and age

The average grade of the staff surveyed was P-4. The average grade of the male staff was P-4, step 4 while that of the female staff was P-3 step 5.

The average age of the staff surveyed was 43 years old. The average age of the male staff was 46 while that of the female staff was 39 years old.

(c) Preparations for working in the UN

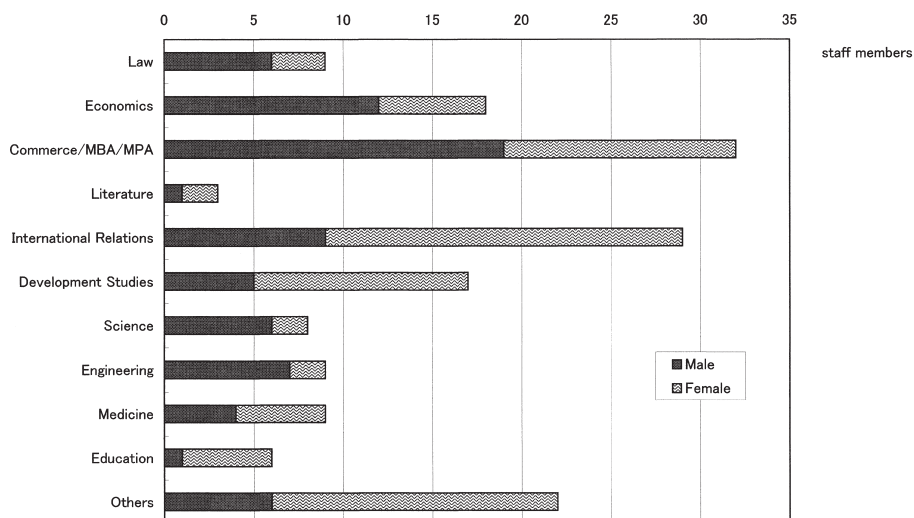
It is often advised to start one's career planning at an early stage in life. However, only 5% of the respondents decided to work for the UN before studying at high school. 45% of them answered that they had started preparing for joining the UN between their university period and age 29.

The situation is a little different by sex. Only 34% of the male staff started their preparation in their twenties, i.e. upon completion of their undergraduate or post-graduate studies. On the other hand, 45% of the female staff made up their minds to work for the UN in university or graduate school. As a result, 40% of the female staff became regular UN staff in the latter part of their twenties as compared to 22% in the case of the male staff.

(d) Important factors affecting the decision to work for the UN

In this survey, the Japanese UN staff members were asked to choose three most important factors affecting their decision to work for the UN out of ten possible factors listed in Q11 (adaptability/flexibility, specialty/specialties, ability for negotiation, language ability, positive attitude, leadership, work experience in the relevant field of UN activities, experience of having lived overseas, coordination skill with local staff/people, understanding/knowledge of the programs implemented at the UN, and others). A majority of the staff, regardless of their sex, chose adaptability/flexibility, language ability and specialty/specialties.

Figure 1 Specialized Field of Study Related to the Last Degree Held



(e) Job satisfaction

Over 80% of the respondents were very satisfied or satisfied with their jobs. As the reasons for satisfaction they cited the substance of the jobs, feeling of accomplishment, contribution to the society, work environment and utilization of their capabilities.

(f) Working hours

77% of the respondents, regardless of their sex, thought that working hours at the UN were about the same or 20 to 30% shorter compared with those at the private companies in their previous employment in Japan.

(g) Salary

To the question what they thought about the level of their salary, 80% of respondents considered that their salary level was average or somewhat high. 53% of the female staff replied that their salary increased upon entry at the UN. As for the male staff, it was difficult to conclude about the decrease/increase as their answers were widely spread out.

(h) Fringe benefits

65% of respondents considered that the fringe benefits at the UN were at a high or very high level. The fringe benefits such as pension, annual leave and education grants at the UN were equal or higher compared with those in leading Japanese companies.

(i) Affirmative action programs

About half of the respondents, both male and female, thought that a large number of women were employed at the UN thanks to the policy of the top management and the affirmative action programs. They also replied that the top management of Japanese companies did not sufficiently value women's contributions and that there was no appropriate environment in Japan for women to execute their work professionally and at the same time carry out their family responsibilities.

(j) Difficulties at duty stations

The respondents experienced on the average 2.4 countries as their duty stations: men 2.5 countries and women 2.3 countries. Staff members must go through the process of various adjustments at each duty station. To the question which element they considered most difficult to deal with among the substance of work, relationships with the local staff, and general matters not directly relating to work such as security and language used at duty stations, 40% of the respondents, both male and female, chose "general matters not directly related to work".

(k) Continuing to work at the UN until mandatory retirement

70% of the respondents expressed their wish to work for the UN until they reach mandatory retirement age. They wished to continue to work because they could continue to use their expertise or because the work environment was very comfortable. Among the other reasons was the difficulty in finding appropriate jobs outside the UN.

Those who would not stick to develop their career within the UN stated that they would be able to better utilize their expertise outside the UN. This does not necessarily mean that they were not happy with the work or treatment at the workplace at the UN. It can be said that the Japanese UN staff have been very active in developing their career outside the UN, if they found good opportunities.

(l) Finding a job in Japan

A quarter of the Japanese staff has thought seriously of returning to Japan. The reasons why they wanted to return to Japan and to find a job there were that they needed to look after aged parent(s) back in Japan or that they could not go along with their boss. However, these people did not actually resign from the UN because they could not find a suitable job in Japan or could not make the final decision as the work environment in Japan was so different from that at the UN.

(m) Current concerns

The current major concerns of the Japanese staff employed at the UN are promotion/career development, care of aged parent(s) and education of children. It was noted that the male staff were more concerned about the education of children and life after retirement than the female staff.

V. Discussion

Working at the UN requires a high level of education and professional work experience. Over 80% of the respondents had work experience in Japan before being employed by the UN. Their primary motives for joining the UN were to use their specialization, to contribute to the development of developing countries and to work with people with different cultural backgrounds.

The survey revealed the following facts:

5.1 Composition of staff

Among the Japanese staff employed by the UN agencies, women represented 52% and men

48%. This ratio of female staff is significantly high as compared to the percentage of 36% at the 30 UN agencies as a whole. It must be noted that the high level of representation of women at the UN has been realized by the continuing efforts of the top management over 30 years.

The even higher representation of women among the Japanese UN staff may be attributed to the affirmative action programs implemented at the UN. In Japanese companies, the percentage of women on the career track (sogo shoku) where the employment management system classified by course has been implemented was only 3%. This may also mean that Japanese companies have not utilized women's abilities fully at the professional level and that highly competent Japanese women have chosen a career at the UN to make good use of their expertise.

5.2 Career Development

As explained earlier, women's specialized fields according to the last degree they held are concentrated in international relations, development studies and MPA. On the other hand, men's specialized fields are widely spread among business administration, international relations, economics and engineering. This may result in more opportunities for men to apply for vacant positions than for women.

5.3 High level of satisfaction

As stated earlier, both male and female Japanese staff have a high level of job satisfaction. This basically derives from the substance of the job and the feeling of accomplishment and contribution to society. It would be difficult to evaluate these values in terms of money.

VI. Conclusion

About an equal number of Japanese men and women are employed at the UN. The present survey revealed that about half of the respondents chose to work for the UN after having worked in private companies in Japan. Most of them changed their jobs in order to contribute to the improvement of society by better utilizing their abilities. They emphasize those values, which are difficult to measure in terms of money. Salary was not the primary element attracting highly professional and competent Japanese.

Notes

1. http://www.mofa.go.jp/mofaj/toko/tokei/hojin/04/pdfs/1_1.pdf
2. Perlmutter H.V.. "The Tortuous Evolution of the Multinational Corporation." *The Colombia Journal of World Business* January-February 1969.
3. Calculated from Table 18 of Personnel Statistics 2003_CEB_Personnel_Statistics.pdf Data effective 31 December 2003.
4. Personnel Statistics 2003_CEB_Personnel_Statistics.pdf Data effective 31 December 2003.
5. Personnel Statistics 2003_CEB_Personnel_Statistics.pdf Data effective 31 December 2003. The percentage of female staff members in the Professional Category was calculated from Table 1A, Table 1C and the percentage of female staff members in the Higher Category was calculated from Table 1A, Table 3C, Table 4C.
6. Equal Employment, Children and Family Bureau, Ministry of Health, Labor and Welfare "White Paper of Women Labor 2004 edition." *Japan Institute of Workers' Evolution* May 2005.
7. "Japanese women on career track is only 3%." *The Nihon Keizai Shimbun* 24 July 2004 p.34.

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Other cross tabulations prepared by different criteria are shown in <http://www.ba.tyg.jp/yokoyama/>.

Appendix: Result of Career Survey of the Japanese Employed in the UN System
Cross Tabulation of Regular Staff members by Sex

Number of Staff members :170

	Male	Female	Total
Q1. Have you ever worked in Japan?			
a. Yes	67	67	134
b. No	12	18	30
Total	79	85	164
Q2. If your answer is "a" in Q1, where did you work ? (Multiple answers accepted)			
a. Private company/companies	41	44	85
b. Research institution/institutions	13	11	24
c. Government	19	9	28
d. NGO/NGOs	4	7	11
e. Self-employed	1		1
f. UN Agency/Agencies located in Japan	3	7	10
g. Others	3	4	7
Total	84	82	166
Q3. If your answer is "a" in Q1, how many years did you work in Japan?	9.34	4.10	6.72
Q4. How many different jobs have you had before you started working for the UN?			
a. None	18	15	33
b. One	31	29	60
c. Two	11	23	34
d. Three	13	8	21
e. Four	2	5	7
f. Five		3	3
g. More than 5	2	2	4
Total	77	85	162
Q5. How often did you change your job in Japan?			
a. None	46	35	81
b. One	7	20	27
c. Two	8	8	16
d. Three	6	5	11
e. Four		1	1
f. Five			
g. More than 5	2	1	3
Total	69	70	139
Q6. Were you satisfied with your job/work prior to work for the UN ?			
a. Yes	51	46	97
b. No	18	27	45
Total	69	73	142

Q7. When did you start preparations for working in the UN system?

- a. Below 18 (High school student)
- b. University student/Graduate student
- c. After graduation~29
- d. 30~34
- e. 35~39
- f. 40~44
- g. 45~49
- h. More than 50

4	4	8
19	39	58
26	25	51
11	14	25
3	2	5
7	2	9
5		5
1		1
76	86	162

Total

Q8. At what age did you first get a regular funded post?

- a. 20~24
- b. 25~29
- c. 30~34
- d. 35~39
- e. 40~44
- f. 45~49
- g. More than 50

1	6	7
17	36	53
33	33	66
9	7	16
10	5	15
5		5
3		3
78	87	165

Total

Q9. How did you get a position within the UN system?

- a. Applying for a vacant post
- b. Through AE/JPO/APO scheme
- c. Secondment
- d. Recruitment mission
- e. YPP
- f. Others (Please specify)

24	13	37
21	37	58
4	1	5
7	8	15
5	6	11
12	12	24
73	77	150

Total

Q10. What was your motive for applying for a UN system post? (Multiple answers accepted, within 3)

- a. To contribute to the peace of the world
- b. To help people of the developing countries/refugees
- c. To utilize my specialty/specialties
- d. To live overseas
- e. To work with people of different background in culture, religion, etc
- f. Other motive (please specify)

26	30	56
50	50	100
54	43	97
22	17	39
33	44	77
7	10	17
192	194	386

Total

Q11. Among the following, which elements do you think are the most important for working in the UN system? (Multiple answers accepted within 3)

- a. Adaptability/Flexibility
- b. Specialty/Specialties
- c. Ability for negotiation
- d. Language ability
- e. Positive attitude
- f. Leadership
- g. Work experience in the relevant field of UN activities
- h. Experience of having lived overseas
- i. Coordination skill with local staff/people
- j. Understanding/knowledge of the programs implemented at the UN
- k. Others (Please specify)

41	63	104
48	30	78
22	17	39
47	50	97
21	28	49
13	8	21
9	12	21
3	5	8
10	10	20
4	5	9
9	14	23
227	242	469

Total

Q12. Are you satisfied with your work in the UN?

a. Very satisfied	30	27	57
b. Satisfied	33	46	79
c. Average	12	10	22
d. A little unsatisfied	2	2	4
e. Very unsatisfied	2	2	4
Total	79	87	166

Q13. What is the reason for your answer in Q12 (Multiple answers accepted, within 3) ?

a. Substance of the job	55	56	111
b. Work environment	26	30	56
c. Work hours	7	10	17
d. Equal work for both sexes	2	22	24
e. Development of specialty/specialties	12	22	34
f. Room for discretion	7	6	13
g. Feeling of accomplishment	38	23	61
h. Contribution to the society	28	30	58
i. Utilization of my abilities	24	30	54
j. Others (Please specify)	6	10	16
Total	205	239	444

Q14. The work hours in the UN, as compared to those in Japan, are

a. About twice as long or longer	1		1
b. 50% longer	2	7	9
c. 20~30% longer	5	10	15
d. About the same	28	24	52
e. 20~30% shorter	22	19	41
f. About half as long	1	1	2
g. Less than half as long	1		1
Total	60	61	121

Q15. Do you think that generally speaking the remuneration at the UN is?

a. Very high		6	6
b. Somewhat high	22	43	65
c. Average	39	29	68
d. Somewhat low	16	8	24
e. Very low	1	1	2
Total	78	87	165

Q16. Compared with the remuneration you would be receiving if you had been working in Japan, the remuneration you are now receiving is:

a. Very high	2	9	11
b. Somewhat high	15	18	33
c. Average	29	25	54
d. Somewhat low	19	19	38
e. Very low	7	3	10
Total	72	74	146

Q17. Compared with the remuneration you were receiving in Japan, the present remuneration at the UN is

a. More than double	7	10	17
b. About double		3	3
c. 20 to 50% more	13	12	25
d. About the same	13	11	24
e. 20 to 50% less	16	9	25
f. About half	7		7
g. Less than half		2	2
Total	56	47	103

Q18. Do you think the fringe benefits given at the UN are:

a. Very high	4	21	25
b. Somewhat high	40	42	82
c. Average	25	19	44
d. Somewhat low	6	4	10
e. Very low	2	1	3
Total	77	87	164

Q19. Your degree of satisfaction in regard to your living is:

a. Very high	7	21	28
b. Somewhat high	42	40	82
c. Average	26	23	49
d. Somewhat low	3	3	6
e. Very low	1		1
Total	79	87	166

Q20. What is your over-all satisfaction in working for the UN?

a. Very high	23	27	50
b. Somewhat high	45	45	90
c. Average	9	12	21
d. Somewhat low	1	2	3
e. Very low	1	1	2
Total	79	87	166

Q21. What is the reason for your answer in Q20? (Multiple answers accepted, within 3)

a. Substance of the job	57	60	117
b. Work environment	26	29	55
c. Remuneration	9	14	23
d. Work hours	11	5	16
e. Fringe benefits (pension, annual leave, etc.)	11	14	25
f. Equal work for both sexes	1	23	24
g. Development of specialty/specialties	11	12	23
h. Room for discretion	6	6	12
i. Feeling of accomplishment	29	26	55
j. Contribution to the society	27	27	54
k. Utilization of abilities	12	14	26
l. Work environment where political decisions often take place	6	6	12
m. Too many transfers among duty stations			
n. Unfair treatment at the workplace	3	2	5
o. Low remuneration		2	2
p. Poor utilization of specialty/specialties	2	1	3
q. Others (Please specify)	6	8	14
Total	217	249	466

Q22. Many women are working at the senior level at the UN. What do you think is the reason for that?

a. Commitment of top management	34	41	75
b. Trend of the society	16	14	30
c. Women have higher aptitude than men	6		6
d. Women have higher flexibility than men	2	3	5
e. No specific reasons	7	5	12
f. Others (Please specify)	10	20	30
Total	75	83	158

Q23. Do you think it is possible to introduce the affirmative action implemented at the UN to Japan?

a. Yes, it is possible	18	30	48
b. Yes, but to some extent	25	22	47
c. I do not know	14	10	24
d. No, I do not think so	14	21	35
e. Definitely no	3	1	4
Total	74	84	158

Q24. If you answered "d" or "e" in Q23, what is your reason for that? (Multiple answers accepted, within 3)

a. Top management of Japanese companies has not sufficiently valued women's contributions	13	18	31
b. There is no appropriate environment for women both to fulfill work professionally and to carry out family responsibilities	14	18	32
c. Work hours are long in Japan	5	8	13
d. Women are not willing to work on a full-time basis, especially after having a baby	1	8	9
e. I do not know			
f. Others (Please specify)	5	6	11
Total	38	58	96

Q25. Do you think the number of Japanese UN staff will be increased in the future, say, in 10 to 15 years?

a. Yes, of course it will	19	16	35
b. Yes, but to some extent	36	43	79
c. I do not know	10	17	27
d. I doubt it	12	11	23
e. I definitely do not think so	1		1
Total	78	87	165

Q26. If you answered "a" or "b" in Q25, what is your reason for that? (Multiple answers accepted, within 3)

a. The language proficiency of Japanese has increased	35	31	66
b. It is easier to find an appropriate job in Japan, after working for the UN for a considerable number of years	3	3	6
c. More young Japanese have shown interests in working for the UN	43	45	88
d. Others (Please specify)	11	17	28
Total	92	96	188

Q27. If you answered "c" or "d" in Q25, what is your reason for that? (Multiple answers accepted, within 3)

a. The qualifications/requirements are very high	4	9	13
b. The remuneration is rather low at the UN	6	6	12
c. The Japanese Government does not have strong political power internationally	8	9	17
d. It is exhausting to work overseas for so many years	1	2	3
e. Employment practices in Japan are quite different from those at the UN	13	15	28
f. Others (Please specify)	5	7	12
Total	37	48	85

Q28. If you have an effective plan to increase the number of Japanese UN staff or if you would like to express your views on this subject, please let us know. (Please explain below)

Q29. Which factor do you think is the most difficult to adjust yourself to when you are assigned to a new duty station?			
a. Substance of work	13	11	24
b. Relationship with local staff	8	16	24
c. General matters, not directly relating to work such as security, access to reliable medical facilities, food, etc.	31	28	59
d. The language used at the duty station	8	5	13
e. Others (Please specify)	11	19	30
Total	71	79	150
Q30. Have you taken any pre-departure training prior to work for the UN?			
a. Yes	10	14	24
b. No	66	71	137
Total	76	85	161
Q31. To improve the benefits of the training, which do you think is more useful?			
a. Pre-departure training itself	14	5	19
b. Post-assignment training (such as mentoring service from senior Japanese staff)	15	15	30
c. Both are important	22	42	64
d. Neither of them is important	17	7	24
e. Others (Please specify)	6	4	10
Total	74	73	147
Q32. Do you wish to work for the UN until you reach your mandatory retirement age?			
a. Yes	50	57	107
b. No	22	24	46
Total	72	81	153
Q33. If you answered "a" in Q32, what is your reason for that? (Multiple answers accepted, within 3)			
a. I can utilize my expertise	25	37	62
b. I can utilize my specialization	19	24	43
c. Work environment is very comfortable	15	18	33
d. I can expect promotion	7	3	10
e. I can do my work with discretion	4	8	12
f. Remuneration at the UN is higher than in Japan	4	3	7
g. Workload is less at the UN than in the private sector in Japan	4	2	6
h. It is difficult to find an appropriate job outside the UN	11	18	29
i. Others (Please specify)	7	14	21
Total	96	127	223
Q34. If you answered "b" in Q32, what is your reason for that? (Multiple answers accepted, within 3)			
a. I am not satisfied with work	5	2	7
b. I would like to utilize my expertise better outside the UN	14	21	35
c. Work at the UN is different from what I originally expected	3	6	9
d. Working in the international environment does not suit me	1		1
e. My capacity does not reach the requirements of UN work		1	1
f. Others (Please specify)	10	9	19
Total	33	39	72
Q35. Have you ever seriously thought of resigning from the UN and of finding a job in Japan?			
a. Yes	26	14	40
b. No	53	72	125
Total	79	86	165

Q36. If you answered "a" in Q35, what is your reason for that? (Multiple answers accepted, within 3)

a. I am not satisfied with the present work at the UN	6	3	9
b. I do not agree with my boss	5	6	11
c. I can not utilize my abilities	6	2	8
d. I am concerned about the education of my children	6	1	7
e. I need to take care of old parents	7	7	14
f. I am exhausted from working and living overseas	2	1	3
g. Others (Please specify)	11	5	16
Total	43	25	68

Q37. If you answered "a" in Q35, then tell us why you actually did not resign from the UN? (Multiple answers accepted, within 3)

a. I could not find an appropriate job in Japan	9	4	13
b. I found a job in Japan, but the over-all entitlements including remunerations were lower than those at the UN	2	1	3
c. Family members did not want to return to Japan	2	2	4
d. I could not make the final decision to return to Japan as the work environment in Japan is so different from that at the UN	3	5	8
e. Others (Please specify)	10	8	18
Total	26	20	46

Q38. Which of the following are your most pressing concerns at present? (Multiple answers accepted, within 3)

a. Renewal of contract	8	5	13
b. Promotion	26	39	65
c. Education of children	28	11	39
d. Care of parents	24	22	46
e. Life after retirement	18	10	28
f. Getting a job in Japan	4	4	8
g. I do not have any pressing concerns	19	22	41
h. Others (Please specify)	11	24	35
Total	138	137	275

Q39. If you have any comments/advice you wish to convey to us relating to this questionnaire or employment at the UN, please write them below. For example, tell us your prior experience or work experience which is very useful in carrying out duties at the UN.

Q40. Do you wish to receive a summary of this questionnaire?

a. Yes	64	70	134
b. No	13	11	24
Total	77	81	158

Q41. At which organization are you employed now (IBRD and WTO are included for comparison)?

a. UN Headquarters	8	22	30
b. UN Subsidiary Organizations	22	26	48
c. Specialized Agencies	31	25	56
d. World Bank Group	12	12	24
e. World Trade Organization and others	4		4
N.A.	77	85	162
Total			

Q42. What is your current grade (staff grade)?

- a. ADG and above
- b. D-2
- c. D-1
- d. P-5
- e. P-4
- f. P-3
- g. P-2
- h. P-1
- i. Other

Total

1		1
2		2
9	4	13
19	8	27
23	26	49
13	30	43
4	11	15
	2	2
2	2	4
73	83	156

Q43. What is the type of your contract?

- a. Continuing/Indefinite
- b. FT
- c. Other

Total

46	57	103
31	28	59
2	2	4
79	87	166

Q44. What is your status? (Multiple answers accepted)

- a. Regular post staff
- b. Secondment
- c. AE/JPO/APO
- d. YPP
- e. Others (Please specify)

Total

79	87	166
79	87	166

Q45. How many organizations have you worked for within the UN system?

- a. One
- b. Two
- c. Three
- d. Four
- e. Five
- f. More than 5

Total

61	57	118
11	18	29
3	8	11
2	1	3
1	3	4
78	87	165

Q46. How many different posts and countries have you experienced through promotion(s)/transfer(s) after you started working in the UN System?

3.50	3.13	3.31
2.47	2.32	2.39

Q47. How many years have you been employed at the present agency?

- a. Less than 2 years
- b. 2 to less than 5 years
- c. 5 to less than 10 years
- d. 10 to less than 15 years
- e. Longer than 15 years

Total

5	6	11
18	22	40
19	30	49
19	13	32
18	16	34
79	87	166

Q48. How many years have you been employed within the UN system?

a. Less than 2 years	3	1	4
b. 2 to less than 5 years	17	18	35
c. 5 to less than 10 years	18	30	48
d. 10 to less than 15 years	16	18	34
e. Longer than 15 years	25	19	44
Total	79	86	165

Q49. What is your field of specialization? (Multiple answers accepted, within 2)

a. Politics	7	13	20
b. Economic/Social Development	33	30	63
c. Humanitarian Assistance	6	7	13
d. Human Rights	2	2	4
e. Environment	4	1	5
f. Project /Program Management	23	16	39
g. Information Technology (IT)	5	7	12
h. Administration/Personnel	4	7	11
i. Legal Affairs	4	3	7
j. Public Information	1	6	7
k. Finance	14	10	24
l. Public Health	3	8	11
m. Education	1	8	9
n. Engineering	10	2	12
o. Others (Please specify)	14	11	25
Total	131	131	262

Q50. What is your current field of work? (Multiple choice accepted, within 2)

a. Politics	3	9	12
b. Economic/Social Development	26	22	48
c. Humanitarian Assistance	12	12	24
d. Human Rights	3	2	5
e. Environment	5	2	7
f. Project /Program Management	28	22	50
g. Information Technology (IT)	4	7	11
h. Administration/Personnel	3	8	11
i. Legal Affairs	3	4	7
j. Public Information	2	3	5
k. Finance	10	10	20
l. Public Health	3	9	12
m. Education	1	6	7
n. Engineering	5	1	6
o. Others (Please specify)	11	9	20
Total	119	126	245

Q51. Have you changed your field of specialty or type of work after you were employed in the UN system?

a. Yes	24	39	63
b. No	53	47	100
Total	77	86	163

Q52. If you answered "a" in Q51, how many times have you changed your field of specialty or type of work?

2.58	1.68	2.03
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Q53. What is your gender?

- a. Male
- b. Female

Total

79		79
	87	87
79	87	166

Q54. If you do not mind, please tell us your age

46.47	39.37	42.85
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Q55. If you do not mind, please tell us your marital status.

- a. Married
- b. Single
- c. Others (Please specify)

Total

66	44	110
9	35	44
1	3	4
76	82	158

Q56. What is your highest level of academic degree?

- a. BA or BS
- b. MA or MS
- c. PhD candidate
- d. PhD holder
- e. Others (Please specify)

Total

11	5	16
40	58	98
5	9	14
17	9	26
2	3	5
75	84	159

Q57. What is your field of specialization in your latest academic degree?

- a. Law
- b. Economics
- c. Commerce
- d. Literature
- e. International Relations
- f. Development Studies
- g. Science
- h. Engineering
- i. Medicine
- j. Education
- k. Others (Please specify)

Total

6	3	9
12	6	18
19	13	32
1	2	3
9	20	29
5	12	17
6	2	8
7	2	9
4	5	9
1	5	6
6	16	22
76	86	162