

Curriculum vitae

Carleen Gardner (Jamaica)

Retired United Nations senior executive with deep knowledge and expertise in international human resources management based on 11 years of work experience in the United Nations system and prior experience in the public and private sectors in the developing world.

Core competencies

- Results-based monitoring and evaluation
- Strategic planning
- Project management
- Negotiation
- Compensation management
- Performance evaluation and assessment centre design
- Fluent in English, French and Italian with good knowledge of Spanish

Professional experience

December 2008-June 2009

Consultant, Department of Political Affairs, United Nations, New York

- Reviewed the work of United Nations agencies in the Caribbean and developed a monitoring framework for United Nations/Caribbean Community joint work programme

May 2007-June 2009

Consultant to Vice-Chancellor, University of the West Indies (UWI)

- Contributed to the establishment of UWI Consulting Inc., a mechanism for the mobilization of regional expertise to contribute to Caribbean development

February-April 2007

Consultant, Department of Economic and Social Affairs, United Nations, New York

- Reviewed human resources policies and programmes in United Nations operational agencies and prepared an assessment for the triennial comprehensive programme review for presentation to the General Assembly

July 2004-May 2006

**Deputy Executive Director, United Nations Office for Project Services (UNOPS),
New York**

- Monitored the composition and strengths of the UNOPS portfolio of projects in Asia, Africa, Latin America, Central Europe and North America and provided representation in the United Nations system-wide High-level Committee on Management and the Common Services Working Group

February 2000-July 2004

**Assistant Director-General, General Affairs and Information Department, Food and
Agriculture Organization of the United Nations (FAO), Rome**

- Directed the departmental programme of work and biennial budget of \$53 million, managing a staff of 300 personnel globally, to successfully enhance the visibility of FAO
- Performed the duties of Secretary-General to both the FAO Governing Conference and the FAO Council
- Coordinated the annual World Food Day campaign in collaboration with the Italian Ministry of Development Cooperation, FAO national committees worldwide and Rome-based United Nations food agencies
- Directed the FAO Ambassadors Programme in the fight against hunger and chaired the first Round Table of Celebrities in support of the work of FAO

June 1998-January 2000

**Director of Personnel, Food and Agriculture Organization of the
United Nations, Rome**

- Managed the Personnel Division to achieve improvements in personnel administration and initiated the transition to human resources management
- Galvanized senior management support and obtained approval for the first FAO human resources strategy; spearheaded FAO human resources policy committee, with senior management membership
- Improved recruitment policies and practices
- Obtained approval for gender equity policy; represented FAO on the United Nations Staff College Board, in the human resources Network and in the Secretary-General's Task Force for the reform of human resources management in the United Nations system

July 1995-May 1998

**Deputy Director of Personnel, United Nations Development Programme (UNDP),
New York**

- Assisted the Director of Personnel in day-to-day operations, including staffing of UNDP country offices, selection of resident coordinators and mobilizing personnel for emergency and post-conflict situations
- Prepared the UNDP human resources strategy 1996-1998, adopted by the senior management to initiate the transition from personnel administration to human resources management policies and practices
- Led the human resources management change management team and spearheaded the development and implementation of competency-based assessment and performance appraisal of resident coordinators
- Conducted human resources-related troubleshooting missions to UNDP country offices in Africa, Europe and Latin America

January 1994-May 1995

Senior Fellow, Mona Institute of Business, University of the West Indies, Jamaica

- Taught human resources management in the executive master's of business administration programme while successfully establishing and managing the Consultants Network to provide services to the public and private sector; also led important change-management assignments in the Jamaican public sector

July 1981-December 1993

Organization development and human resources management consultant

- Conducted assignments in job design and job evaluation, compensation studies and salary surveys, organizational assessment, organizational design and development, project management for KPMG Peat Marwick, Hillcrest House Management Consultants, the Government of Jamaica's Cabinet Office, the Canadian International Development Agency, the World Bank, FAO and the United States Agency for International Development (USAID)

January 1973-June 1981

Sociological researcher

- Conducted social feasibility and social planning studies for UNDP/FAO, the Government of Jamaica, USAID; trained United States Peace Corps volunteers; conducted surveys and leadership training and facilitated community participation in urban self-help housing programmes and rural socio-economic development programmes

Education and training

- 2006 Senior Mission Leader Course, Folke Bernadotte Academy and the Department of Peacekeeping, in Stockholm
- 2006 International Programme in Development Evaluation Training, World Bank and Carleton University, Ottawa
- 2006 Managing projects, George Washington University/ESI, New York
- 1997 Negotiating change, Harvard Business School, Boston
- 1987 Masters degree, organizational management, George Washington University, Washington, D.C. (USAID scholarship) United States Department of Agriculture Graduate School, Certificate in Advanced Management
- 1982 Certificate in Institutional Management Consulting, University of Delft-RVB, the Netherlands
- 1972 Masters degree, education, Howard University, Washington, D.C.
- 1970 Bachelor's degree, French and sociology, Howard University, Washington, D.C.