

## PMO Expert

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## Frederic L. Casagrande, PMP®

44 years, French nationality, Divorced, one Child  
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## Executive Summary

I am a charismatic leader with more than 20 years of experience in Strategic Project, Program & Portfolio Management and setting up PMO's in international fast paced environments. I have a successful track record of transformation projects (post-merger integration) and technology projects (ERP, infrastructure, system integration). I am a team player, always giving the extra mile to achieve objectives and results, extremely passionate about driving organizations towards excellence, bringing shareholder value and enterprise effectiveness through promoting change and improving processes.

## Key skills

### Leadership & Management

- Natural leadership, empathy with key players at all levels, strong team-building & motivation skills
- Flexibility, adaptability & effective performance within deep changing and fast-paced environments
- Matrix management of cross-functional teams in an international environment to maximize results
- Convincing presentation of ideas & facts to gain commitment, support and influence decisions outcome
- Team player promoting participation, co-operation and information sharing across organizational boundaries
- Procurement & Sourcing (Suppliers Selection & Management, Contracting & Negotiation)
- Knowledge Management & e-learning (Trainings, Conferences and Lectures for 600+ participants)
- P&L responsibility (\$5M+ budgets)
- Business Process Improvement (Lean Six Sigma Green Belt)

### Project Management

- Expert in PMO Setup, PMO Management, Governance Definition & Deployment
- Expert in Project (PMBOK® & Prince2®), Program (PMI® & MSP®) and Portfolio (PMI® & MoP®) Management
- Expert in Organizational Project Management Maturity (OPM3®) & Strategic Alignment
- Expert in Communication Management & Stakeholder Management
- Expert in Risk Management & Change Management

### Technical Skills

- Expert-level proficiency in the full Microsoft Office productivity suite
- ERP, CRM and Incident Management tools (Prism, Resolve, Siebel, Oracle, SAP)
- Command & Control Systems (C4ISR, NOC/SOC, BMS)
- Web Development (HTML, XHTML, VRML, JavaScript, PHP, Perl, CSS, XML, RSS)
- Service Oriented Architecture (SOA), Enterprise Architecture Integration (EAI), Enterprise Service Bus (ESB)
- Network Infrastructure (TCP/IP, SDH, MPLS, Routing) & Databases (MySQL, PG/SQL, Oracle)
- Software Development Lifecycles (Agile, Waterfall)
- IT Service Management (ITIL® V2 & V3)

### Professional Certifications

- **Lean Six Sigma Green Belt** – 2015
- **ITIL® V3 Foundation** – 2010
- **PMP®** – 2007

### M.Sc. in Management, Marketing & International Business

- **2005, Graduate School of Management of Strasbourg (Strasbourg, France)**

### Languages

- French (mother tongue) / English (fluent) / German (fluent)

# Professional Experience

## PMO Manager

### Nawah Energy Company – Abu Dhabi (UAE) – Since May 2016

Nawah is the newly formed operating company of Emirates Nuclear Energy Corporation, the UAE government body that builds a four core Nuclear Power Plant (\$20Bn nuclear build program). Hired as a Senior Specialist to strengthen the Core Project Management capabilities (Governance; Framework; Controls & Reporting), I was rapidly promoted to PMO Manager, responsible for setting up the new Project Management Framework (methodology, governance, tools and templates).

#### Key Achievements

- Audited all historical records (2013 to 2016) and the process framework for project management
- Established a high performing PMO team (recruited and retained 8 senior staff)
- Deployed a new Methodology with a graded approach aligned with the Operating License requirements
- Provided Governance, Oversight and Controls over the Operational Readiness portfolio of projects (\$1B)
- Mentored and coached key personnel to use PMO assets to improve their PM capability (certified 68 staff in 2017)
- Registered the organization to become PMI® Registered Education Provider

## PMO Director

### Transguard Group – Dubai (UAE) – August 2014 to May 2016

Transguard is the leading Manpower Outsourcing provider in the MENA region, employing 45'000 staff. As Director of Corporate PMO, I was responsible for the Project, Program & Portfolio Capabilities within the Group.

#### Key Achievements

- Transformed the PMO from an IT Delivery PMO to a successful Enterprise PMO
- Implemented Risk Management and Change Management processes
- Established an in-house PM Academy (trained 97 employees and certified 30 project managers)
- Saved 15% on a project portfolio worth \$10M through implementation of PM best practices
- Enabled the company's growth from 27'000 employees to 45'000 in less than 2 years

## Head of PMO

### Emiraje Systems – Abu Dhabi (UAE) – September 2011 to July 2014

Emiraje is a Joint Venture between Emirates Advanced Investments and Airbus Defense established to bring the most advanced Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) solutions to MENA. I was responsible for Project & Program Management governance, methodology and framework on a \$550M contract; providing Project Managers with tools and shared resources (Risk Managers, Project Controllers; etc.) to manage their activities.

#### Key Achievements

- Designed & Deployed the PMO process framework (more than 100 process assets) and trained the staff to use them
- Mentored and coached personnel to sit the PMP® exam (30 trainees, 100% success rate)
- Enabled a culture switch to win buy-in from senior stakeholders hostile to a matrix organization
- Established the Project Controls and Financial Controls functions for the company and the program
- Established the Risk Management function and Managed the Risks for the program (\$67M contingencies)

## Senior Manager, Standards & Sourcing

### Abu Dhabi Airports – Abu Dhabi (UAE) – July 2010 to September 2011

Abu Dhabi Airports operates five airports in the UAE and spans across all aviation-related activities. I was responsible for driving the technology standardization program; setting up the procurement framework, managing the procurement processes and administering the sourcing agreements for IT.

#### Key Achievements

- Created & Documented technology standards for all IT building blocks (IP telephony, networking, systems)
- Created & Documented processes for Sourcing, Procurement and Resource Management
- Designed & Deployed the IT Reporting Dashboard for the CEO (templates & processes)
- Drastically reduced the number of pending procurement requests for IT and the time to complete the open requests
- Achieved significant cost reduction through better suppliers relationship management
- Voted "Team member of the Year" by peers for 2010
- Appointed "Green Office Champion" representing IT in the Corporate & Social Responsibility committees
- Appointed Subject Matter Expert on the PMO Steering Committee

## PMO Director

### AMER Group – Cairo (Egypt) – June 2009 to June 2010

The Egyptian leader in hospitality. I was responsible for the setup of the PMO for three resorts (Porto Marina, Porto Sokhna and Golf Porto Marina), for formulating and executing the transformation strategy of the organization.

#### Key Achievements

- Designed & Deployed the Inventory Management System, and the Delivery & Operations Process Framework
- Designed & Deployed a full scale Online Marketing Strategy (Website and Social Networking linked to our back office)
- Managed the Strategic Projects Portfolio (ERP deployment, Fire Control Center, organizational transformation)
- Designed & Deployed a global standardized KPI reporting process and templates
- Mentored other Senior Managers on the use of Project Management best practices
- Formulated a successful strategy and delivered to the board of directors

## Head of PMO

### Universal Studios Dubailand – Dubai (UAE) – July 2008 to May 2009

A Joint Venture between NBC Universal and Dubai Holding to build the biggest theme park in the Middle East. I was responsible for the setup of the PMO and for the delivery of PMO services: Project, Program & Portfolio Management (Governance, Methodology and Framework); Change Management; Risk Management; Knowledge Management and Software Development.

#### Key Achievements

- Defined the IT Strategy and conducted interviews with all Head of Departments to identify their needs for IT services, targeting ISO20000 and ISO27001 certifications
- Built the IT Project Portfolio (107 Projects, 11'000 man days of Project Management effort)
- Recruited a team of professionals (9 hires in 3 months)
- Initiated a Project, Program & Portfolio Management Center of Excellence across all Dubai Holding entities
- Member of the Dubailand Business Excellence Council applying the EFQM model for Quality Management

## PMO Director

### Interoute – Prague (Czech Republic) – June 2007 to June 2008

A key ISP operating 56,000 km of fiber spanning 22 countries, 93 major cities, and supported by 6 Data Centers. I was promoted to setup and head the PMO and define its framework, aligned with PMBOK®.

#### Key Achievements

- Managed 8 post-M&A Integration, ERP upgrade (Oracle 11i) and CRM upgrade (Siebel 7.8) programs
- Recruited and developed a team of certified Program Management professionals
- Selected & Deployed an Enterprise Project Management solution (Daptiv)
- Developed a Training Plan and mentored Senior Managers through their PMP® certification
- Played an instrumental role in recovering troubled projects and led culture switch through advocacy of best practices

## Senior Manager, Service Management

### Interoute – Prague (Czech Republic) – September 2006 to June 2007

A key ISP operating 56,000 km of fiber spanning 22 countries, 93 major cities, and supported by 6 Data Centers. I was promoted to head the Service Management function of Interoute, responsible for SLA management of Top Tier customers (50M€+ annual revenue portfolio) and 2<sup>nd</sup> line Management Escalation.

#### Key Achievements

- Managed 25 staff across Europe (remote and local, direct and matrix)
- Defined & Deployed a Standardized Service Management Process across 17 countries
- Enabled the measurement of Customer Satisfaction and reached the target set by the board of directors
- Chaired the Service Management Review Committee managing the Top Tier customers list
- Senior member of the Change Control Board

## Previous Experiences

**Customer Service Manager** – Interoute (Geneva, Switzerland) – 2006  
**Senior Project Manager** – Interoute (Geneva, Switzerland) – 2005 to 2006  
**Senior Consultant** – Brainware (Strasbourg, France) – 2003 to 2005  
**R&D Engineer** – COLT Telecommunication (Zürich, Switzerland) – 2000 to 2003  
**Project Manager & Founding Partner** – Morpheus (Strasbourg, France) – 1997 to 2000  
**Logistics Manager** – Leroy-Merlin (Strasbourg, France) – 1996 to 1997  
**Sales Manager** – GeHol (Strasbourg, France) – 1995 to 1996  
**Pre-Sales Engineer** – SBEI France (Strasbourg, France) – 1993 to 1994  
**Computer Sales Engineer** – UCA Rond-Point (Strasbourg, France) – 1992 to 1993

## Other

### Conferences & Speaking Opportunities

**Dubai International Project Management Forum** (Member of the Scientific Committee) – 2017, Dubai, UAE  
**The Big 5** (Keynote Speaker: "*Using budō to win the War for Talent*") – 2015, Dubai, UAE  
**Dubai International Project Management Forum** (Member of the Scientific Committee) – 2015, Dubai, UAE  
**PMI After-works** (Program Chair) – 2014, Dubai, UAE  
**Business Transformation Summit 2014** (Chair & Keynote Speaker: "*Change Ambassadors*") – 2014, Dubai, UAE  
**Project Management Asia 2014** (Chair & Speaker: "*Risk Management*") – 2014, Kuala Lumpur, Malaysia  
**PMI Oman PMO Symposium 2014** (Keynote Speaker: "*Features of High Performing PMOs*") – 2014, Muscat, Oman  
**PMI PMO Symposium 2013** (PMO of the Year Award Judge) – 2013, San Diego, USA  
**PMI PMO Symposium 2012** (Program Chair) – 2012, Las Vegas, USA  
**PMI PMO Symposium 2011** (Program Chair) – 2011, Orlando, USA  
**PMI PMO Symposium 2010** (Panel Host) – 2010, Dallas, USA  
**Project Risk Management Forum** (Speaker: "*Stakeholders Risk Profiling*") – 2008, Prague, Czech Republic

### Trainings & Seminars

**APR 1400 Plant Technology** – 2018, Nawah Energy Company (Abu Dhabi, UAE)  
**Nawah Leadership Academy Program** – 2017, Nawah Energy Company (Abu Dhabi, UAE)  
**Pressurized Water Reactors** – 2017, Nawah Energy Company (Abu Dhabi, UAE)  
**Program Management & Benefits Realization** – 2012, PMI Seminars World (Dubai, UAE)  
**Process Modeling** – 2012, GBTEC (Abu Dhabi, UAE)  
**IT Cost Saving & Cost Optimization Best Practices** – 2011, Zanerva (Dubai, UAE)  
**Contracting Master Class** – 2011, Simmons & Simmons (Abu Dhabi, UAE)  
**ITIL® V3 Service Transition** – 2010, QAI (Abu Dhabi, UAE)  
**OPM3® Foundation** – 2008, PMI (Dubai, UAE)  
**Enterprise Project & Portfolio Management Capability Assessment** – 2008, UMT (Prague, Czech Republic)  
**Project & Portfolio Management Europe Summit** – 2007, Gartner (Prague, Czech Republic)

### Volunteering & Hobbies

President of the **Nawah Toastmasters® Club** (Since 2017)  
Vice President of the **Transguard Group Toastmasters® Club** (2015 to 2016)  
Vice President of the **PMI® United Arab Emirates Chapter** (2014 to 2015)  
Vice President of the **PMI® PMO Community of Practice** (2009 to 2014)  
Vice President of the **Strasbourg Graduate School of Management Alumni** (2005 to 2008)  
Knight of the **Equestrian Order of the Holy Sepulcher of Jerusalem** (Since 2007)  
Member and Webmaster of **Ordre Culinaire International** (Since 2014)  
Martial Arts Instructor in **Bujinkan Budō Taijutsu** (5<sup>th</sup> Dan Black Belt)  
Sports (Golf, Squash, Bike, Swimming)  
Music (Piano & Keyboards)