



FABRICE CATAN

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SENIOR PMO / PROGRAM MANAGER

Governance-oriented PMO with expertise in cross-functional management, backed by over 25 years of experience in complex Telecom and IT environments. Expert in information systems security, PMI/Prince2/Agile methodologies, executive reporting, risk management, and process industrialization.

DIPLOMAS & COURSES

- ISO 27001 Certification
- ISO 37000 Certification
- CISA Certification (ISMS)
- Prince2 Certification
- Agile Coach Certification
- Scrum Master Certification
- Professional Coach Qualification
- Master's Degree in IT
- Master's Degree in Business

COMPETENCES

- Cybersecurity / GRC / ISMS / Audit
- Project Governance / committees
- Roadmap / Budget Follow up / P&L
- Process Structuration/ Contracts
- Reporting / KPI / Dashboards
- Customer Oriented, creative, pragmatic and structured

PROJECTS

PMI, Prince2, Agile/Scrum compliant
Déploiement / Audit / Risk awareness
Securisation / Swap / Integration
Change Management / Migration
Rationalization / Industrialization

ENVIRONNEMENTS

- Telecom / IT / Datacenter
- Software Development/ AI
- CCTV / Access control / Intrusion
- Banking Environment
- Railway Environment

LANGUAGES

-  French: Native speaker
-  English: Bilingual
-  Spanish: Fluent

PROFESSIONAL EXPERIENCE (SELECTION)

Program Manager/PMO. From January 2022 until today

Infrabel

- Program & Portfolio Management for IT, Telecom, and Security Programs
- Implementation of a complete PMO governance structure (processes, KPIs, executive reporting) in 2 months
- Financial management: budget of €2–3 million/year, P&L monitoring, ROI, and budget allocation
- Capacity Planning (resource optimization: +10%/year)
- Risk Management and Compliance (critical infrastructure, SCADA)
- Key Results:
 - +150% increase in operations over 2 years
 - 95% successful interventions
 - Customer satisfaction increased from 50% to 80%

PMO. From February 2020 to December 2021

Compass

- Structuring project governance for a growing SME
- Governance of the client project portfolio (Telecom/IT) – €1M/year budget
- Implementation of PMO tools: reporting, KPIs, P&L, contracts
- Implementation of quality and GDPR compliance processes (100% of projects compliant)
- Support for strategy and tenders (+50% increase in presentations in 1 year / +25% increase in contracts in 1 year)
- Development of internal skills (recruitment, coaching, training)

Project Director/PMO. From April 2018 to January 2020

ERI

- Management of a program to secure sensitive sites (monitoring platform, training, CCTV, access control)
- Program Management and PMO governance – €3M/year budget
- Financial management, KPIs, ROI, and Risk Register
- Change management (monitoring) and site deployment
- Key results:
 - 0 incidents during the migration of the monitoring platform
 - 90% of projects delivered on time
 - 50% reduction in client decision-making time
 - User satisfaction: 95%



DETAILED CV

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DIPLOMAS & COURSES

- **ISO 27001 Certification** (ISMS)
- **ISO 37000 Certification**
(Governance of organizations)
- **CISA Certification (ISMS)**
- **PRINCE2 Certification**
- **Agile Coach Certification**
- **Scrum Master Certification**
- Professional Coaching Title
- Sophrology Practitioner Title
- Core8 (8 Key Roles in Project Organization - based on the PMI)
- **Master's Degree in Computer Science with a specialization in Network Engineering**
- **Master's Degree in Business Administration** (Business Law, Management, Marketing, Logistics, Human Resources, Accounting and Finance)
- Degree in Electronics

COMPETENCES

- **Cybersecurity / GRC / ISMS**
- **Disaster Recovery Plan**
- **Business Continuity Plan**
- **Security (Firewall / VLAN / VPN / IDS / IPS ...) / Audit**
- **Project Governance / Committees management / KPIs**
- **Roadmap / Budget Tracking / P&L**
- **Process Structuring / Contracts**
- **Executive Reporting / Dashboards**
- Customer-oriented, creative, pragmatic, and structured
- Recruitment and Coaching of Resources
- Management of Subcontractors

PROFESSIONAL EXPERIENCE

Program Manager/PMO.

From January 2022 until today

Infrabel

Program governance for the Belgian railway infrastructure company. (Station infrastructure, building security (CCTV, access control, fire detection, intrusion detection), building infrastructure (Wifi, LAN), certification and deployment of the new SCADA network, IoT trials) (budget managed: €2-3 million/year)

- Financial management (Budget monitoring, P&L, KPIs, ROI)
- Implementation of tools, reports and procedures (Workflow, Responsibility Matrix, Project Charter, Program management files). PMO implementation in 2 months
- Customer relations (50% to 80% increase in satisfaction within one year)
- High-level project management, end-to-end (Roadmap, Capacity Planning, Study, Build, Closure) (Average 10% annual resource optimization)
- 150% increase in operations within 2 years, with over 95% successful interventions on industrialized programs.
- Tools: Word, Excel, PowerPoint, Outlook, Power BI, MS Project, SAP, Power Automate

PMO.

From February 2020 to December 2021

Compass

Mission: To support management in structuring the company's development and overseeing end-to-end client projects (budget managed: €1 million/year)

- Development strategy / responding to calls for tenders (+50% increase in defense meetings in one year)
- Implementation of tools and reports, P&L, contracts, quality, project management (deployment and adoption within 2 months)
- Implementation of the quality and GDPR compliance process (100% of projects compliant within 3 months)
- Implementation of KPIs and tools for customer and partner relations (significant increase in customer satisfaction and decrease in supplier incidents within 3 months)
- Selection of consultants (project manager profiles)
- Skills development of internal resources (training plan, coaching, progress monitoring)
- Facilitating steering committees
- Tools: Word, Excel, PowerPoint, Outlook, MS Project



DETAILED CV

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PROJECTS

PMI, Prince2, Agile/Scrum compliant
Deployment / Audit / Risk awareness
Migration / Swap / Integration
Change Management
Rationalization / Industrialization
Approval

ENVIRONNEMENTS

- Telecom / IT / Datacenter
- Software Development / AI (prompts, chatbots, and AI agents)
- CCTV / Access Control / Intrusion Detection
- Internet of Things
- SCADA
- Banking Environment
- Railway Environment
- Multicultural Environment

PROFESSIONAL EXPERIENCE

Project Director/PMO.

From April 2018 to January 2020

ERI

Mission:

- 1) Manage the RATP's sensitive site security program (CCTV, access control, intrusion detection, management platform) (budget managed: €3 million/year)
 - Budget management (P&L, KPIs, ROI definition for expenses incurred)
 - Risk identification, process and planning definition
 - Stakeholder management
 - Team management (direct and cross-functional - 15 stakeholders)
 - Site audits and management of deployment projects (study and build) (project deadlines met over 90%)
 - Change management: Migration strategy for the monitoring platform, Agile development framework for the new platform, training plan, user support, satisfaction survey (migration of monitoring workstations without incident - 95% user satisfaction with the tool)
 - Facilitation of steering committees (50% reduction in client decision-making time within 6 months)
 - Tools: Word, Excel, Outlook, PowerPoint, MS Project
- 2) Optimize the procedures and tools of the ERI Transport operations team. (Budget managed: €6 million/year)
 - Budget management procedures (20% reduction in ROI for expenses incurred)
 - Logistics procedures: equipment traceability (90% reduction in stock discrepancies)
 - Management of the tender response for Grand Paris projects (+50% increase in presentations per year following this experience)
 - Management of the development of reporting tools (web/mobile) for ERI teams' field operations (25% increase in customer satisfaction and 50% reduction in the processing time for submitted reports)
 - Tools: Word, Excel, Outlook, PowerPoint, MS Project, Kizeo



DETAILED CV

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BUSINESS AND SECTOR EXPERTISE

Position:

- PMO: Program Governance, Risk Management, Compliance, Roadmap, Capacity Planning, Process, Finance, Vendor Management, Contract Management, ISO27001 Certified, GDPR, Performance Management
- Project Management: End-to-end management of complex programs and projects, including study, build, and run phases, KPIs, P&L, ROI, logistics, quality, and risk management, Change Management, Waterfall, Agile, Earned Value Management (EVM)
- Documentation: Executive reporting, Contracts, Project Charters, Reports, Policies & Processes, Workflows, and Responsibility Matrix

Sector:

- Telecom (fiber networks, mobile networks, microwave links)
- IT (LAN/WAN, infrastructure, data centers, cybersecurity, change management, CCTV, access control, intrusion detection)

LANGUAGES

-  French: Native speaker
-  English: Bilingual
-  Spanish: Fluent

PROFESSIONAL EXPERIENCE

Program Manager.

From September 2010 to March 2018

Huawei

Mission: Implement and govern telecom and IT programs for operators, banks, and businesses (2G/3G/4G/PMR LTE, FH, WDM, FTTH, Wi-Fi, LAN, Datacenter) (budget managed: €10M/year)

- Financial management (P&L, KPIs, ROI definition for expenses incurred) (90-110% of financial targets achieved annually)
- Definition of resources, risks, and planning (10% annual resource optimization)
- Implementation and optimization of procedures
- Team management (direct and cross-functional – local and remote – up to 40 stakeholders)
- Portfolio management (up to 15 clients - 50 projects in parallel)
- Scoping of sensitive interventions / Troubleshooting / Lesson Learned (zero incidents on sensitive interventions)
- Stakeholder management
- Recruitment and management of consultants (project manager and quality engineer profiles) (an average of 4 profiles every two years)
- Quality control of interventions (maintained above 95% first-time success rate)
- Responsible for the safety of stakeholders (signing of prevention plans) (zero accidents)
- Contract review (clauses, RACI, WBS, budget)
- Management of associated construction (antenna sites, electricity, public works, access control, fire safety systems, etc.)
- Ensuring GDPR compliance (100% compliance)
- Pre-sales support and management of responses to calls for tenders
- Site audits and management of deployment projects
- Leading steering committees
- Tools: Word, Excel, PowerPoint, Outlook, Proprietary project management software



DETAILED CV

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PROFESSIONAL EXPERIENCE

Project Manager.

From January 2006 to August 2010

Matis et Vinci Energies

Mission: Implement and manage a project portfolio related to transmission networks, mobile telephony, and Wi-Fi for SFR

- Participate in responding to calls for tenders
- Identify resources, risks, and schedules
- Implement and optimize procedures
- Manage a team (up to 6 people)
- Client reporting
- Manage deployment interventions
- Manage the budget (billing consistently exceeds 80% of forecasts)
- Tools: Word, Excel, Outlook, MS Project

CEO

From January 2004 to December 2005

Net Keys

Objective: To create and sustain a small or medium-sized enterprise

- Managing the company (contracts, accounting, marketing, business development, managing 2 employees)
- Carrying out project management assignments

Project Manager/Team lead

From January 2000 to December 2003

Cable & Wireless

Mission: Network deployment and rationalization project portfolio management

- Business case writing and presentation
- Creating design documents (HLD and LLD) for streamlining projects
- Technical coordination during operations/troubleshooting
- Tools: Word, Excel, Outlook, data counters, and optical measurement tools
- Recruiting consultants (project manager profiles)
- Team management (5 people spread across 2 sites)