



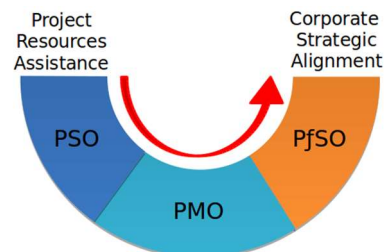
SUPPORT YOUR PROJECT,
YOUR IDEA IS OUR CHALLENGE

IF YOU WANT TO CHANGE SOMETHING,
IT STARTS WITH US

The Mission of PSO Belgium is to assist companies in the evolution of their PMO's by providing high qualified staffing and advisory consulting.

PSO Belgium is a small company located in Brussels providing consulting services in the domain of project management office (PMO). The founding partners of PSO Belgium have developed their expertise over more than 20 years of project management in different sectors and are today able to provide advisory consulting services for the implementation, development and continuous improvement of PMO team/departments.

Our experience demonstrates there is no unique definition of a PMO. We have analysed the needs of the market and identified three levels of deployment of such project, program, portfolio management offices from "small" support-oriented team up to the Enterprise PMO that we identify as PfSO, the Portfolio Strategic Office





PSO Belgium mission is to accompany small, medium or even large companies in the development and the management of their PMO department and its services to the corporate project management community.

As professional in the design, deployment, management and administrative support of Project Offices, PSO Belgium may assist you with your journey from a starting support office up to a mature portfolio strategic office.

We can address all the aspects of the project management culture of your company, including ad-interim management of all processes and administrative tasks and support to recruitment, training, methodology setup, design of processes, and selection & deployment of tools, up to reflections about the setup of your portfolio strategic alignment.

	PSO Project Support Office	PMO Project Management Office	PfSO Portfolio Strategic Office
Mission	Guide and support project teams with adapted tools, templates and guidelines; contribute to the creation of project reports	In addition to the PSO, standardize method and train /coach people. Define reporting and assemble projects data to deliver comprehensive overviews at management level	In addition to the PMO, propose and manage strategic alignment including financial aspects, deliver balancing scorecards,
Typical Services	<ul style="list-style-type: none"> ✓ Deliver Support for Administrative Tasks of Project Management ✓ Perform Project Data Analysis ✓ Prepare Reporting / Dashboard ✓ Ensure Project Follow-up & Quality control ✓ Manage Project Documentation ✓ Coordinate Project Communication 	In addition to the PSO: <ul style="list-style-type: none"> ✓ Standardize Policies & Methods ✓ Define Project Management metrics ✓ Aggregate Project Data into reports ✓ Deliver Guidance & Trainings ✓ Execute & Monitor projects ✓ Setup & Operate Project Governance principles ✓ Audit of Projects ✓ Budget & Resource Management 	In addition to the PMO: <ul style="list-style-type: none"> ✓ Define & Adapt portfolio Strategy with Corporate Executive Strategy ✓ Organise Project In-take, Launch, Stop & Close decision process ✓ Monitor & Advice Balancing of projects ✓ Contribute to Multi-year budget plan
Size	From 1 to few projects, at team/departmental level or SME's	Few to 100 projects at Departmental Level or Medium sized companies	All projects/programs at BU or Corporate Level
Technology	<ul style="list-style-type: none"> ✓ Office suite ✓ MS projects & similar ✓ Eventually PPM's (Project Portfolio management applications) 	<ul style="list-style-type: none"> ✓ PPM's (Clarity, Planview, Clarizen, Sciforma, Primavera...) ✓ Office suite ✓ Sharepoint, DMS ✓ Cloud technology 	<ul style="list-style-type: none"> ✓ PPM's (Clarity, Planview, Clarizen, Sciforma, Primavera...) ✓ ERP, CRM ✓ Sharepoint, DMS ✓ Office suite

Our service proposition goes from Support-Manage-Perform activities, Implement & Improve up to Advisory Consulting

		
Support / Manage / Perform	Implement / Improve	Advisory Consulting
<ul style="list-style-type: none"> ✓ Manage & Update project documentations (projects logs, plans, project deliverables, archiving, ...) ✓ Organise & facilitate projects meetings ✓ Prepare presentations ✓ Coordinate project materials ✓ Conduct research in order to find new solution to document problems, including conflicts and errors ✓ Ensure compliance with the company's policies, standards and regulations ✓ Support resource planning ✓ Perform classical administrative tasks ✓ Manage Layout & Edition of documents ✓ Monitor project performance data Actuals, ETC, Budget... ✓ Validate respect of quality standards ✓ Encode and manage data's in PPM's and/or MS Office suite applications ✓ Manage Projects ✓ ... 	<ul style="list-style-type: none"> ✓ Setup of PMO Charter & Roadmap ✓ Implement new PMO processes ✓ Specify Project portfolio ✓ Create new templates ✓ Deploy new PM tools ✓ PMO Staff recruitment ✓ Organise PMO team daily work ✓ Implement project methodologies (PMBoK, PRINCE2, Agile, ...) ✓ Conduct project audit & Lessons learned ✓ Evaluate PMO maturity & Update development roadmap ✓ Prepare and organise trainings ✓ ... 	<ul style="list-style-type: none"> ✓ Design Architecture of your PMO ✓ Study of Portfolio strategic alignment ✓ Design Portfolio approach ✓ Coaching & Mentoring of PMO Management ✓ Review performance of PMO & Project Culture Maturity (OPM3, P3M3, ...) ✓ Support in your decision processes ✓ ...

While standard PMO teams are mostly staffed with senior project managers working on producing reporting and management data; Our design and implementation model propose seeking for a better balance between administrative staffing and Senior PMO Management.

PSO Belgium team has been inspired from this principle by combining the expertise of an experimented project/program manager with more than 23 years of experience and a Managing Assistant passionate by project management support who developed her expertise during more than 23 years within multiple PMO department of different companies for developing strong capacities in project data aggregation and reporting.



Stéphane De Vroey – Competence File

Date of birth: 3rd of April 1971

Nationality: Belgian

LinkedIn: www.linkedin.com/in/stephane-de-vroey-212469

Stéphane has a large experience in project management by having participated to many projects in a start-up company but also in large companies (National or European and world-wide level). He is willing to continue developing innovative Management methods to continue improving the efficiency in team work and communications. He is at all time, searching to promote further project management better practices, sharing knowledge and encourage people to embrace a career in project management. Member of the PMI Belgium Chapter since 2006, he is actively contributing, since 2012, to the development of the PMI Belgium Chapter community as Volunteer and Board member.

Specialties: Implementation of Portfolio Governance & alignment with Corporate Strategic objectives, Portfolio design workshops with executives, PMO implementation (people, processes, tools), Large (Business and IT) Project Management, Program Management, Project Management Training...

- 24 years of Experience
- Broad knowledge of project portfolio management software's: Clarity, Clarizen, Planview, Planisware, Smartsheet...
- Active role within the PMI (Project Management Institute) Belgium Chapter (Active member + volunteer + Board member)
- Trilingual (French, English, Dutch)
- Natural Coach, open for new ideas, active listener

PROFESSIONAL EXPERIENCE:

Jan 2020 → ... – YPTO (NMBS) – PMO Lead

Responsible for the Management of the PMO Team, improvement of the project lifecycle process, introduction of PM2 Methodology, improvement of the Service Now ITBM platform; coaching and training of YPTO project Managers and Management to embrace a project driven culture

May 2019 → Dec 2019 – YPTO (NMBS) – Business Area Lead – Ticketing Domestic

Managing a Team of 50+ people (Application Owners, Solution Architects, Project managers, Analysts, Developers, Testers) for the development and maintenance of all the NMBS tickets sales backend and frontend channels.

January 2018 → October 2018 – PwC-Internal Firm Services – Project Management Coach, Portfolio Manager

As portfolio manager, I was responsible of the intake, scope clarification, prioritisation of a set of projects in relation with Facility management, Real-Estates & General Services. As a senior in project management, I provided individual coaching to junior project managers and PMO Officers.

January 2018 → August 2018 – HEPL – Professor (a.i.) Project Management – 1st Master in Facility Management

Replacement of the professor during a sabbatical leave; complete review and update of the course material; I delivered the course to the students following their 1st Master in Facility Management; Examination and quotation of their work and capacity. In parallel, I was lecturer during Workshop with ERASMUS students.

February 2017 → December 2017 – FIS – Trax Upgrades Portfolio Manager

Responsible for the implementation of a portfolio management covering all Trax Application upgrades for clients (about 80 projects over 3 years). Definition of the portfolio, its governance, alignment with the Capacity plan. Ignition of projects at portfolio level (project mandates). Overall quality assurance of all projects within the portfolio. Development of project lifecycle & workload estimation model.

September 2012 → December 2016 – SODEXO Belgium - QoLS Project Management

Team lead & PMO Manager

QoLS stands for Quality of Life Services, The Project Management Team is deploying FM integrated solutions on customer's sites with the support of FM services Experts. As Team leader, I'm responsible of the Project Portfolio management, Resources Capacity Management, quality of the deliveries, the development of Project Management methodologies and delivery of internal trainings.

Specific Business Projects:

- Project Manager (December 2012 – July 2013): Deployment of Sodexo FM services for Johnson & Johnson (4 sites - Catering, Cleaning, Mailroom, Moves, Reception, Switchboard, Landscaping, Building Maintenance, Pest Control including the setup of the contract, governance, performance management & reporting)
- Project Manager (July 2013 – March 2015): Management of the tender process, Negotiation phase and the Deployment process for the FM services for GSK Vaccines (4 sites - Catering, Cleaning, Mailroom, Laboratory instrument support, Fitness, Landscaping, Archiving, including the setup of the contract, governance, performance management & reporting)
- Portfolio Manager (July 2013 – December 2016): Development of the project intake and prioritization, alignment with the resource capacity plan, integration of timesheets and corporate reporting.

May 2004 → September 2012 – Altran BeNeLux: Senior Lead Consultant, PMO Solution Architect

Starting as consultant up to Senior Lead consultant and PMO Solution Architect, during 8 years I have contributed to multiple projects:

- June-2004 – April 2006: Project Manager @ Belgacom Mobile on different Mobile Network development projects
- May 2006 – September 2006: Business Analyst @ Tele2 Belgium for the development of processes for the ALL-IN product technical setup
- September 2006 – February 2008: Senior Project Manager, Managing a Multi-years cross-border, cross-business line Software development program. Responsible of the setup of the program governance, the global B-case, the roadmap of the various projects.
- March 2008 – December 2009: PMO solution Architect: Responsible for the development of consulting solutions for the development of project management offices (PMO)... The solution is based on a proprietary PMO Model based on PMO services, a maturity model and a cultural (people), processes and technology capabilities identification approach. We provide various level of intervention from PMO audit, PMO vision, mission and objectives definition, PMO design, PMO Implementation, PMO sourcing, Tools selection and deployment, training program, project manager coaching, portfolio management, methodology deployment, budget & capacity management.
 - PMO Assessment audit in the Telecom Sector (EADS – Telindus joint venture)
 - PMO design consulting in the pharmaceutical sector
 - PMO consultant for KPN Orange
 - Project Portfolio management and capacity management audit in the banking sector

- Project Management Training in the Insurance Sector
- December 2009 – April 2012: Program Manager @BNP Paribas Fortis: In charge of a Multi years program (200+ resources) impacting almost every entity of the company (Marketing, Operations, all client Business Units, IT, Infrastructure...), aiming to create a new modern way for reporting account information's to customers.
- May 2012 – September 2012: ICT Manager (a.i.) @Daoust Interim: As ICT Manager (a.i.) I'm responsible for initiating a long-term evolution of the ICT department by reviewing the way of working of the team, internally and in collaboration with the other departments. This in the context of a huge new ICT challenge for Daoust impacting the whole company.

July 1998 → September 2003 – Belgacom Skynet & Belgacom: IT Service Manager

Responsible for the development and operations of all the internet services (DNS, email, authentication, newsfeed, websites, registration ...). Responsible for the setup and maintenance of the ISO 9000 certification within the IT&Network department. Responsible for the setup of a project management governance.

As Business Information Service Manager within Belgacom, I was responsible of a team of 10 persons working as “Business – IT” interface and responsible of the functionality identification and road mapping of Back Office applications in the domain of ticketing and problem tracking.

October 1995 → June 1998 – P.H.A.S.E.: IT consultant

- Working on ESA (European Space Agency) project (X-VSAT) as ground station software developer. Complete Design and development of the unit and integration testing simulator.
- Participation to the development of the Central command interface of Camera and Audio system of METEOR (Paris city)
- Contributed to the SNMP system development for the Øresund bridge and Tunnel.
- Development of an asynchronous email distribution system based on UUCP

STUDIES:

Master's Degree, Computer Science, 1990 – 1995

- Presenter during "la semaine des sciences" in 1992 and 1993
- Speaker at “ADA Belgium” conference in 1991
- “Student Assistant” during academic year 1994-1995 for guiding 1st year student

CONTINUOUS EDUCATION:

- PMI Training PMBOK (35 hours) in 2006
- Member of PMI (Project Management Institute) Belgium Chapter since 2006
- MBTI, Situational Leadership, Management Drives- Mastering Leadership

VOLUNTEERING :

- PMI Belux Day 2012 and 2013: Team Leader Content
- PMI Board member 2013, 2014, 2015 – Director of Professional development;
- PMI Board member 2016, 2017 – Vice President
- PMI Board Member 2018-2019 – President, Director of sponsorship(a.i.)
- PMI Board Member 2020-2021 – Immediate Past-President
- Book Editor in 2015: <http://linchpinbooks.co.uk/product/the-change-managers-handbook>
- Lecturer at Solvay Business Schools (MBA students) about project management topics

LANGUAGE:

French : mother tongue.

English : reading, writing and speaking fluently.

Dutch : reading, speaking with Full professional proficiency.

HOBBIES:

Geocaching, cooking, playing piano