

Project Management in Italy

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INTRODUCTION

This second Regional Report includes an update about the people of Project Management in Italy, with a focus on the increasing success of Project Management International Standards, and, in its second part, a report about PM Expo Spring Experience, a major Event dedicated to Project Management that has been organized, in Milan Area, by the major Italian Association of Project Management, the “Istituto Italiano di Project Management” (Italian Institute of Project Management, ISIPM for short), plus a short overview about two important events that have been sponsored by ISIPM, PMS 2018 – the 16th International Conference on Project Management and Scheduling, and FORUM PA 2018.

THE PEOPLE OF PROJECT MANAGEMENT IN ITALY: AN UPDATE

In Italy, we are still witnessing a steadily increasing positive trend in the dissemination of Project Management discipline: in first five-month period of 2018, there have been more than 700 Basic Certifications (about 95% ISIPM - Base, 5% CAPM), and more than 600 Advanced Certifications (about 80% PMP, 20% ISIPM Av) ¹: if the second half of 2018 will confirm this trends, we will reach an absolute record!

The increasing interest for Project Management Discipline corroborates the importance that Project Management Standards have for Project Management People: I asked to Maurizio Monassi, Certified PMP, ISIPM-Av, and Professional Project Manager, Member of ISIPM's Executive Committee, and Member of the Working Group GL13 of UNI, the Italian Standardization Body (relevant to UNI ISO 21500 and UNI 11648 National Standards, for Project Management and Project Managers respectively), to give us some cue about Standards.

« Standards are always important: if one thinks he has a problem, but he fails to relate it to a standard, he understands that he does not have a problem, but he simply has a more or less strong perception that something goes wrong. The ISO 21500:2012 "Guide to Project Management", which has been adopted in Italy in 2013 by the Italian Standardization Body "UNI", is a high-level Standard that frames the general concepts of Project Management, in order to help professionals and companies both to fully understand the discipline of project management, and to share a common project management language. The success in the world of ISO 21500 is also proven by the fact that this standard has become a family of international standards, such as: ISO 21503: 2017, "Guidance on programme management", ISO 21504: 2015, "Guidance on portfolio management", ISO 21505: 2017, "Guidance on governance", ISO 21508: 2018 "Guidance on earned value management". In addition, the ISO Group TC258 that follows this program is developing the ISO FDIS 21511, "Work breakdown structure", scheduled for 2018, and perhaps the most important of all, the Working Draft 21506, "Project Management Vocabulary", which will be a global glossary inspired by the "PMI Lexicon of Project Management Terms". Many people have been involved in the 12-years development of the work, and PMI has had an important influence on all ISO standards, then ensuring respect for the market standards, which, on turn, evolved and improved thanks to ISO 21500 itself. In any case, in addition to the PMBOK, released and updated every four years by the PMI, recognized as the American National Standard, and welcomed as a de facto standard by a large part of the project manager community in several countries, there were other sensitive influences on ISO 21500 such as, for example, the ICB (Individual Competence Baseline) of IPMA (International Project Management Association). The effort to continuous improvement, which is the basis of all virtuous projects, has meant that, for example, ISO 21500 has introduced the important Subject Group of Stakeholders, that were relegated before to 2 simple processes in the Knowledge Area Communication in the PMBOK® Guide 4th Ed., thereby following the approaches of IPMA ICB, of BS 6079, and of Japanese P2M; in addition, ISO 21500 simplified the Subject Group Risk and suggested major improvements in the Subject Group Resources. After that, PMI has implemented the improvements in its PMBOK® Guide 5th Ed. and its current 2018 PMBOK® Guide 6th Ed.. Presently, since some years have passed, ISO 21500 is, of course, under revision.

The Italian Institute of Project Management (ISIPM) has developed a successful National Advanced Certification, called ISIPM-AV, which is totally compliant with ISO

21500: the correspondent guide is “Guida ai temi ed ai processi di project management (Guide to Project management Themes and Processes)”, whose Authors are Enrico Mastrofini, Vito Introna, Maurizio Monassi, Massimo Pirozzi, Biagio Tramontana and Graziano Trasarti. Definitively, in Italy, we can say that the World of Project Management is finally acquiring its rightful place...»

PM EXPO SPRING EXPERIENCE 2018

Istituto Italiano di Project Management (Italian Institute of Project Management, ISIPM for short) successfully organized, this year for the first time, a one-day Event, on April 13, in Milan Area, called PM Expo Spring Experience <https://www.milano.pmexpo.it> , which can be considered as the “younger brother” of the main National Event, PM Expo®, in Rome. I asked to Graziano Trasarti, Vice President of ISIPM, Certified PMP, ISIPM-Av, and Professional Project Manager, to give us some notes about the Event.

« PM Expo Spring Experience, our first one-day Event in Milan Area, was a significant success: almost 300 registered visitors had the opportunity to learn, explore, learn (even by gaming), and listen to experiences in the field of Project Management. We experimented a “mixed formula”, which integrated very interesting speeches and workshops, and which has been appreciated by our Followers. In the morning, first speech was relevant to Ethics in Project Manager Profession, with focuses on development of both human and relational capitals; second speech was relevant to Visual Project management, and to its effective application in Milan Expo 2015; third speech was relevant to the management of unexpected situations, with a special focus on Sports. In the afternoon, there were three practical Workshops: one on Agile Configuration Management, which proposed a possible application of the concept of configuration in adaptive fields, one on Agile & Lego® “learning by doing”, and one on the A3 Problem Solving Method and Kata Coaching. We have collected our “lessons learned”... and, for sure, next year we will do even better! »



PMS 2018 - THE 16TH INTERNATIONAL CONFERENCE ON PROJECT MANAGEMENT AND SCHEDULING

ISIPM was one of the main Sponsors of PMS 2018 – The 16th International Conference on Project Management and Scheduling, which took place in Rome from April 18 to April 20 <http://www.pms2018.ing.uniroma2.it/Home.html> : this Edition of the Conference was perfectly organized by the Department of Enterprise Engineering of the University of Rome “Tor Vergata”. PMS is an International Series of Conferences devoted to Project Management and Scheduling, which was inaugurated 30 years ago by the European Working Group on Project management and Scheduling that gathers together more than 100 Members, who primarily come from several various European Universities. EWG decided to organize a Workshop every two years, in order to give the opportunity to discuss recent and important issues in the field of Project Management (specifically, Planning, Scheduling, Control) and of Machine Scheduling (Single and Parallel Machine Problems, Flow Shop, Job Shop, etc.).

Three Members of ISIPM Scientific Committee had their works accepted after a revision process that started more than six months before, so that they were Speakers at the Conference: Federico Minnelle, with the Work “A metamodel approach to projects risk management: outcome of an empirical testing on a set of similar projects” (by F. Minelle, F. Stolfi, R. Di Gioacchino and S. Santini), Pier Luigi Guida, with the Work “An algorithm for schedule delay analysis” (by P. L. Guida and G. Sacco), and Massimo Pirozzi – myself, with my Work “The stakeholder perspective: how management of KPIs can support value generation to increase the success rate of complex projects”.

In the last day of the Conference, moreover, Gianluca Di Stefano, Certified PMP, ISIPM Av, and Professional Project Manager, and Member of ISIPM Board, perfectly and successfully organized, in the same prestigious location, the ISIPM Event “Progetti Agili: di cosa stiamo parlando? (Agile Projects: what are we talking about?)”.

FORUM PA 2018

ISIPM was one of the Sponsors of FORUM PA 2018 <http://forumpa2018.eventifpa.it/it/>, the Italian major Event dedicated to Public Administrations, which took place in Rome Convention Center “La Nuvola”, from May 22 to May 24. 237 meetings, including workshops, conferences and moments of collaborative work, have characterized this 29th Edition of Forum PA, whose focuses have been the strategic themes for the country's political agenda, and those ones on the digital frontier, such as the shared urban agenda, the public work, the post-2020 European programming, the data management, the analysis and integration, ICT security, blockchain, connectivity and 5G, the internet of things and artificial intelligence.

ISIPM participated with a very nice Stand, which has been very attractive for the FORUM PA 2018 Public, and by organizing the Meeting “Il Project Management per il miglioramento delle performance nella PA (Project Management for the improvement of Public Administration performances)”. The Meeting addressed «the issue of performance evaluation, which is a subject of the recent reform, through the examination of programming, measurement, and evaluation experiences, exploring in particular the necessary link with a project management perspective. In fact, the recent Italian legislation opened the way to an approach that links the measurement and control of performance with the program of interventions, the consequent planning of the activities necessary to produce the expected results / deliverables and obtain the corresponding benefits for the stakeholders (translation from FORUM PA 2018 website contents) ». The President of ISIPM, Enrico Mastrofini, introduced the Meeting, and was its moderator.

FOOTNOTES

¹ Data are a courtesy of Biagio Tramontana, ISIPM

About the Author



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Massimo Pirozzi, MSc cum laude, Electronic Engineering, University of Rome “La Sapienza”, Principal Consultant, Project Manager, and Educator. He is a Member and the Secretary of the Executive Board, a Member of the Scientific Committee, and an accredited Master Teacher, of the Istituto Italiano di Project Management (Italian Institute of Project Management). He is certified as a Professional Project Manager, as an Information Security Management Systems Lead Auditor, and as an International Mediator. He is a Researcher, a Lecturer, and an Author about Stakeholder Identification and Management, Relationship Management, Complex Projects Management, and Project Management X.0.

Massimo has a wide experience in managing large and complex projects in national and international contexts, and in managing relations with public and private organizations, including multinational companies, small and medium-sized enterprises, research institutes, and non-profit organizations. He worked successfully in several sectors, including Defense, Security, Health, Education, Cultural Heritage, Transport, Gaming, and Services to Citizens. He was also, for many years, a Top Manager in ICT Industry, and an Adjunct Professor in Organizational Psychology. He is registered as an Expert of the European Commission, and as an Expert of the Italian Public Administrations.

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