

Project Management in Italian Public Administrations, the Decennial of “Il Project Manager” Magazine, PM Expo® 2019 is coming

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INTRODUCTION

This fifth Regional Report focuses on an overview about Project Management in Italian Public Administrations, in which an increasing success of project management discipline goes together with a context that both is rapidly changing and still maintains some degree of uncertainty, on the decennial of “Il Project Manager” magazine, a traditional, constant, and important reference for Italian professionals and practitioners in project management, and on next PM Expo® 2019, the major Event in Italy dedicated to Project Management, which is being organized by the major Italian Association of Project Management, the “Istituto Italiano di Project Management” (Italian Institute of Project Management, ISIPM for short), and which will take place on November 8, this year too in Rome.

WHAT IS GOING ON FOR PROJECT MANAGEMENT IN ITALIAN GOVERNMENT?

While the importance of Project Management in Italian Public Administrations is more and more growing, and increasing numbers of officers acquire project management certifications (in largest measure ISIPM’s ones), some issues are not completely specified yet, and this leads to a certain degree of uncertainty. I asked to Federico Minelle, a major expert of Project Management in Public Administrations, an ISIPM’s Honorary Member

and Member of the Scientific Committee, and a Member of PMWJ's Team, to share his point of view with us.

"The context hereby described is my viewpoint, based on witnessed news, but in front of an unforeseen near future. This environment is mostly relevant to civil works (e.g. infrastructures) and hopefully less to ICT projects. In addition, Italian political scenario is changing, and this will probably have a significant impact, because public projects and related procurement are big and debated issues. Present status of government rules is the following. The government Authority against corruption (ANAC) was in charge to deliver new rules for public procurement, mainly to contrast corruption, therefore 2-3 years ago, along with many other important rules, it prescribed that every governmental officer in charge of large procurement contracts must have been trained on Project Management: see Guideline n. 3 - Chapter 4, 7

(www.anticorruzione.it/portal/rest/jcr/repository/collaboration/Digital%20Assets/anacdoc/s/Attivita/Atti/determinazioni/2017/del.1007.2017.det.linee.guida.n.3.2017agg.pdf).

The Project Management approach to be considered was not specified, being hopefully a "de-facto" professional framework. It was mentioned that this framework has to be compliant with national and international standard, therefore it can be easily argued that these standards are the ISO 21500:2012 guideline (Guidance on project management), the Italian standards UNI ISO 21500:2013, and UNI 11648:2016, which allows a third-party certification on project manager competencies, and, eventually, other standards as PMI's PMBOK® Guide or IPMA®'s ICB 4.0. In any case, a big effort in PM training was already spent by government organizations, using different sources: among them the National Administration School (SNA paf.sna.gov.it/scheda_corso.html?cid=1691), academic institutions, and other highly qualified professional trainers.

But a couple of months ago, the ANAC President, who was appointed since the establishment of the Authority itself, probably for the various critiques he received by Government in charge (obviously not on PM matters) unexpectedly resigned. Former Government promised to develop new rules on the subject, trying to simplify some constraints on required procurement procedures and contractor profiles, and, as a matter of fact, the former Ministry of Infrastructures and Transports asked for public opinion about this subject on a dedicated website <https://regolamentounico.mit.gov.it/>.

As ISIPM (Italian Institute of Project Management), we are asking to better qualify public officer both for the procurement phase and the implementation phases. Enrico Mastrofini, President of ISIPM, synthesizes: "I am, of course, happy and proud, since several hundreds of managers and directors that belong to Italian Public Administrations selected our project management training path, and I would stress both the importance and the opportunity of acquiring credentials in project management that are released by those well-known, and globally recognized, organizations, as international PMI and IPMA, and, in Italy, ISIPM, which act strictly in coherence with International and/or National Standards. Moreover, it would be preferable that project managers acquire also the

professional certification in accordance with Italian Standard UNI 11648: 2016.” We also stressed that the benefit management task and the appointment of related responsibilities (for all the stakeholders involved) would be mandatory. In addition, we suggested that significant vendors (and maybe large procurement offices) show a certain level of PM maturity (according to any industry agreed upon model, e.g. PMI OPM3®, IPMA OCB®, ISIPM ISIPM-Prado®, Kerzner PM Maturity Assessment™, SEI CMMI™, etc.), in order to participate to large and anyway critical projects. But those are only suggestions...

*For a further detail, as far as the strategic approach for government ICT is concerned, the recently appointed General Manager of the Italian Agency for digital innovation (AgID www.agid.gov.it/it/agenzia/chi-siamo/organizzazione) is aware that PM is instrumental for innovation, and, therefore, her first recently issued strategic plan, (<https://guidadinamica.agid.gov.it/>) included several actions towards a better and wider use of PM practices. For instance (<https://guidadinamica.agid.gov.it/pa/governare-trasformazione-digitale/linea-azione>), she asked to start a massive training program on ICT PM (LA 86) and to establish a Program Management Office Unit for every central institution and for each region (LA79). In fact, the ICT departments in some large institutions (central and local ones) are already experienced and they worked very well, but many others are really beginners... In any case, it would be interesting to note that, in the large Government institution she managed before, the **Prado® maturity model** was successfully applied...and this is not the only success case in Public Administrations domain!”*



THE DECENNIAL OF “IL PROJECT MANAGER” MAGAZINE

Decennial of “Il Project Manager” magazine is now coming; this magazine, published on a quarterly basis by FrancoAngeli, Milan, always was, and still is, a traditional, constant, and important reference for Italian professionals and practitioners in project management. It covers a large variety of project management issues, including news, innovative and borderline topics, applications and success cases, extracts and reviews of international literature: both International and National Authors gave and give significant contributions to magazine’s contents, and space is given to new and/or emergent authors, too. From an editorial point of view, “Il Project Manager” always was, and still is, fully independent, and this is proven also by the fact that in its Scientific Committee, among its prominent experts, there are not only Representatives of ISIPM, which is the main sponsor of the

magazine, but also Representatives of PMI Central Italy Chapter and of IPMA Italy. I asked to Pier Luigi Guida, Chief Editor of the Magazine, to give us some more information:

“At the end of this year we will have the tenth birthday of the magazine “Il Project Manager”, the first and sole magazine in Italian language that is dedicated, as per its subtitle, to project, program, and portfolio management. The magazine was born with the mission of promoting both the profession and the culture of project management in Italy, and in our country, indeed, in last ten years, project management discipline had both a significant increase of practitioners, and a rising number of companies and public administrations that “officially” support, or, in any case, declare they support, the application of project management. In any case, even though the number of project management certifications can be considered as relatively small, if compared to the actual spread of project management practices in the country, we can notice that, in last twenty years, the number of those who got a professional qualification in project management grew up to un third of the British ones, being U.K. a benchmark of this type of credits in Europe.

In general, “Il Project Manager” promotes and deepens PPM issues for all the stakeholders involved, including project managers, team leaders, team members, project sponsors, and subjects experts and/or lovers, with a particular regard to the domain of public administrations, too, which, since few years, has planned the formal need of project management training for its officers, including project managers and contract administrators.

The Magazine is composed by different thematic sections, which target diverse areas, and by specialized columns: it includes contributions of both experts and practitioners, it gives voice to the experiences and to the initiatives of those associations and professional communities that in Italy are interested to project management, and it informs about both the methodology evolutions, and the new bibliographies.

“Il Project Manager” hosted, as the inaugural preface of its first issue, an intervention of Russell Archibald, who immediately recognized the importance of the initiative, and who contributed also in the following with his articles. It is also remarkable that the Magazine has also a very close relationship with the PM World Journal, which includes the possibility of publishing a selection of PMWJ articles translated in Italian language. In all cases, in every issue are present contributions by International Authors that are very well known by PMWJ readers, including Russell Archibald, Harold Kerzner, Darci Prado, Darren Dalcher, David Hillson, David Pells, Massimo Pirozzi, Marco Sampietro, and others. Me, Pier Luigi Guida, I am the first and the present Chief Editor of the Magazine, while the Scientific Director is Federico Minelle, who is also a Member of PMWJ’s Team;

I have to especially thank also all the Editors of the Magazine, enthusiast volunteers who are key factors to make possible each quarterly issue.

The Magazine is available in both hard copy and electronic format); in each issue some articles, news, and bibliographical reviews are downloadable for free.”

<https://www.francoangeli.it/riviste/Sommario.aspx?IDRivista=162&lingua=EN>

Happy tenth birthday to “Il Project Manager” Magazine!



The first cover of “Il Project Manager” magazine, Issue n°0, fourth Quarter 2009

PM EXPO 2019 IS COMING...

PM Expo® 2019, the major Event in Italy dedicated to Project Management, and perhaps one of the major Events of this type in the world, will be organized, in Rome, by the Italian National Association of Project Management, i.e. the “Istituto Italiano di Project Management” (Italian Institute of Project Management, ISIPM for short), on November 8

<https://www.pmexpo.it/> . *PM World Journal* will be, this year too, the most welcome Media Partner of the Event.

PM Expo® 2019 will still be located in Auditorium del Massimo in Rome, whose available structures will ensure the seating capacity for more than 1000 expected participants. In fact, since the Public of PM Expo® is traditionally very diverse, including both professionals and students, employees and freelancers, civil servants and private employees, seniors and juniors, above location is important to support the “mixed formula” that ISIPM studied and applies to its major Events. Indeed, PM Expo® integrates, in a peculiar innovative way, Speeches by International and National Speakers, Round Tables, Workshops, Awarding of Prizes, Sponsors’ Speeches and Exhibitions, Presentations of Books, and ... the basic activity for Project Management Community, i.e. networking.

This year the International Section will focus on a virtual presentation by Dr. Harold Kerzner, Senior Executive Director at International Institute for Learning, a major Author in Project Management; via remote connection, he will teach a Course, dedicated to PM Expo’s attendees, on the topic “PM 2.0 and PM 3.0: The Future of Project Management”. The Abstract of the course will be the following:

“Project management practices, just like other management practices, have undergone changes over the past five decades. Some of the changes have been significant, such as the use of project management offices (PMOs) and precedence networking techniques. But many of the other changes are often seen as just cosmetic changes that led to continuous improvements in project management, and are considered as just incremental changes to PM 1.0. With the introduction of Web 2.0 technology, PM 2.0 has evolved into the future of project management for many companies that recognize that project management is now a strategic competency and the life’s blood of their organization.

There are as many as 60 changes that have taken place with PM 2.0. Some companies are in the process of implementing most of the changes whereas other companies that are still complacent with PM 1.0 may implement only a few of the PM 2.0 changes. What is unfortunate is that companies today are already living in a world of PM 2.0 but cannot see it or refuse to see it. On the horizon is also PM 3.0, which is being recognized as a significant competitive advantage for those companies that see their entire company’s operations as “managing our business by projects.” PM 3.0 is a window into the next generation of project management for those companies that want to be recognized as leaders in the project management community rather than followers. These companies believe that the time to prepare the next generation of project managers, using PM 3.0 concepts, is now rather than later.”

Final program of PM Expo® 2019 is still ongoing, but we can give in advance information about the *presence of important National Speakers from diverse domains, including*

public administrations, industry, services, and, of course, ... ISIPM; some of them are already mentioned on the website <https://www.pmexpo.it/>.

As for me, I will have the pleasure of presenting my forthcoming book *“The Stakeholder Perspective - Relationship Management to Enhance Project Value and Success”*, CRC Press, Taylor & Francis Group, which will be available starting from the middle of October.

We wait for you in PM Expo® 2019, Rome, Auditorium del Massimo, on November 8!



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.

Massimo Pirozzi serves as an international Correspondent in Italy for the *PM World Journal*. He can be contacted at pirozzi@isipm.org