

PROJECT MANAGEMENT INSTITUTE
Making project management indispensable for business results®

Northern Italy Chapter

Osservatorio P³MO

Il primo Osservatorio Nazionale
Permanente dedicato al monitoraggio dei
PMO nelle aziende italiane

- Il PMI®-NIC
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Il PMI® –NIC

- Il PMI® – Northern Italy Chapter è il punto di riferimento per tutti gli interessati alle tematiche del project management dell'Italia centro-settentrionale
- Fondato nel 1996 da un gruppo di “pionieri” provenienti dal mondo aziendale, accademico e professionale, il Chapter si è da subito caratterizzato come un punto di aggregazione aperto in cui confluiscano esperienze e competenze differenziate per settore, azienda, area geografica



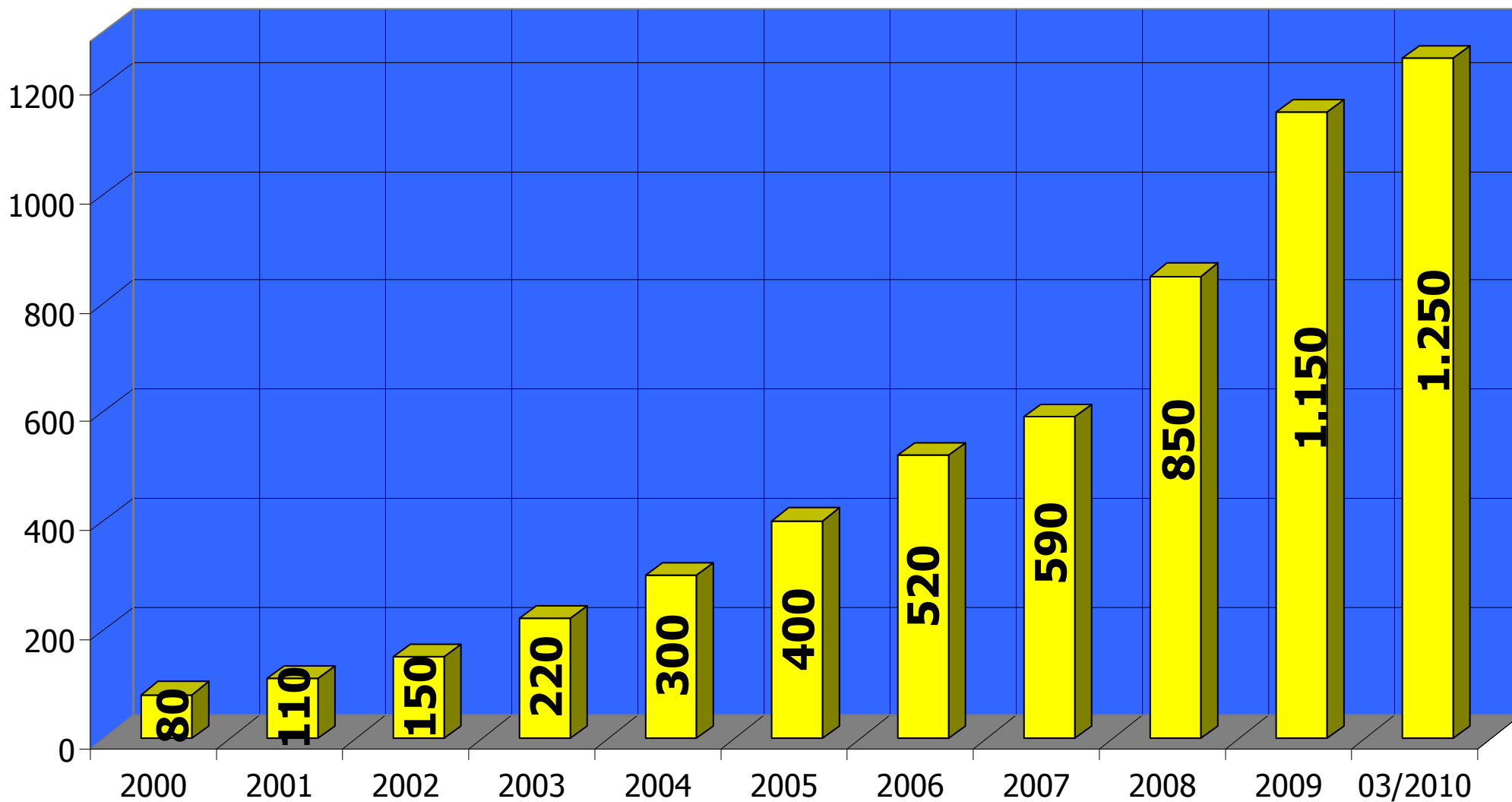
- Oltre 1.250 associati (al 31/03/2010)
- Quattro branch: Veneto, Piemonte–Valle d’Aosta, Emilia Romagna–Marche, Toscana–Umbria



- www.pmi-nic.org

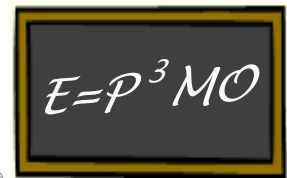
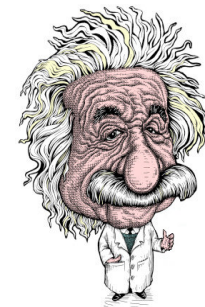


La crescita dei soci del PMI®-NIC



L'Osservatorio P³MO

- È il primo Osservatorio Nazionale Permanente dedicato all'approfondimento delle tematiche del Project Management Office in tutte le sue forme e accezioni, al fine di:
 - Monitorare lo stato dell'arte e l'evoluzione dei PMO nelle aziende italiane, confrontandone i risultati, le tipicità e le similitudini con l'andamento internazionale
 - Supportare le aziende italiane nello sviluppo dei PMO
 - Coinvolgere attivamente i soci e gli amici nelle iniziative del PMI[®]-NIC
 - Consolidare il ruolo del PMI[®]-NIC come punto di riferimento nel Project Management e in particolare nel PMO, grazie alla professionalità di soci e amici e al supporto del PMI[®], delle aziende italiane e delle organizzazioni e istituzioni interessate



Cos'è un P³MO

P³MO {
Project
Program Management Office
Portfolio

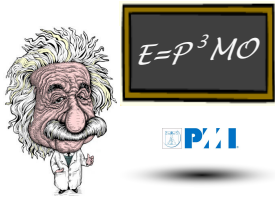
- Un P³MO è un'unità organizzativa, temporanea o permanente, che consente di centralizzare e coordinare la gestione delle iniziative progettuali che ricadono sotto il suo raggio d'azione
- Per iniziative progettuali si intende un singolo progetto, un programma di progetti correlati oppure un portafoglio di progetti e programmi

Le iniziative dell'Osservatorio P³MO



05/2006, “PMO: esperienze a confronto”. Un incontro che ha favorito l’approfondimento dei temi principali che un’azienda si trova ad affrontare quando decide di costituire un PMO:

- ✓ Le motivazioni che determinano la scelta di una struttura organizzativa di PMO
- ✓ I modelli realizzati e gli strumenti utilizzati
- ✓ I reali benefici ottenuti e quelli che si intendono ottenere



06/2006, Nascita dell'Osservatorio P³MO



07/2007, Istituzione del Premio Annuale Project Management Office



11/2007, Presentazione dei risultati della Ricerca “PMO: dove siamo”. Progetto di ricerca mirato ad analizzare lo stato dell’arte dei PMO nelle aziende italiane



12/2008, Workshop – Convegno “Il PMO come soluzione di business”. Con la partecipazione di Gerard Hill, autore del libro The Complete Project Management Office Handbook, Second Edition

10/2009, Linee guida per l’avvio e il miglioramento continuo di un PMO



L'Osservatorio P³MO e il PMI

PMI® Emea Link, Febbraio 2009



ChapterLINKS news | people | projects

PMI Northern Italy Chapter

Workshop and Conference Center Around the PMO

ON 10 DECEMBER 2008 the PMI Northern Italy Chapter (PMI-NIC) hosted "The PMO as a Business Solution," an event that studied how project management offices (PMOs) fit in between the "business" and "operations" sides of an enterprise. The Milan event also looked at how PMOs contribute to the integration of these two sides, both by supporting project managers and their teams with the application of professional project management practices, and by bringing business interests into the project management environment.

The full-day event was divided in two parts. In the morning, a workshop was presented by Gerard Hill, PMP, a worldwide expert in the field of project management and author of several books on the topic of PMOs, including *The Complete Project Management Office Handbook* (Second Edition) (Taylor & Francis, 2007).

The workshop aimed to provide participants with a set of guidelines for initiating and assessing a PMO. It also analyzed the reasons for establishing a PMO, examined the relationship between a PMO and the external environment (customers, project executives, project team, functional managers, etc.), and proposed a frame of reference and an implementation scenario.

The afternoon began with a conference that presented the activities of the Observatory P³MO (Portfolio/Program/Project Management Office), which is PMI-NIC's workshop dedicated to monitoring PMO organizations in the Italian market and to analyzing the PMO practice topics in depth.

The day then continued with the presentation of case studies prepared by PMO organizations that participated in the Project Management Office 2008 Award. Participants included Alcatel-Lucent, Banca C.R.F. Banca, UGIS-UniCredit Global Information Services, Comau Italy and Ericsson Marconi. During the conference, the chapter

Above: Shown from left are Nicola Marconi, member of the P³MO Observatory, author Gerard Hill, PMP, Michele Maritato, PMP. PMI-NIC also provided organization and responsible for P³MO Observatory and P³MO Observatory member Giulio Scappato, PMP, and Giuseppe D'Amelio, PMP.

Left: Gerard Hill, PMP, led the morning workshop at "The PMO as a Business Solution," a December event hosted by the PMI Northern Italy Chapter.

A team from Ericsson Marconi was awarded the Project Management Office Award 2008 by the PMI Northern Italy Chapter.

awarded the Project Management Office 2008 award to Ericsson Marconi.

More information on the event is available on the PMI-NIC website, www.pmi-nic.org. For further details, please send an e-mail to osservatorio@pmi-nic.org.

A digital version of *PMI Today* is available online for PMI members only at PMI.org



PM Network®, Luglio 2009

It's fast becoming do or die for project management offices (PMOs).

“The PMO that doesn't deliver on its main goal to keep business and delivery aligned while continuously improving the performance of business will be useless and will be canceled.”

These words, the project management community may understand the value of a PMO, but it's sometimes hard to show on paper—and that can lead to the perception that it's just another layer of administration.

The challenge is that many people see the PMO as a nice-to-have department that mostly acts as a buffer between the project team and senior management,” says Romney Masch, business manager at Orange Business Services, an IT services company in Wellington, New Zealand.

“But now that times have changed, the PMO has to change the company's mindset about what purpose it serves. We need to transition from nice-to-have to a business-critical function that is part of the way business is done,” says Ms. Masch, who is also the vice chair of governance for the PMI Program Management Office Specific Interest Group.

PMOs can and often do provide bottom-line benefits through better project selection and decision-making. But those that don't are in serious danger.

“The PMO that doesn't deliver on its main goal to keep business and delivery aligned while continuously improving the performance of business will be useless and will be canceled,” says Michele Maritato, PMI owner of project management consulting firm, PMProgetti, Milan, Italy. He is also vice president of the PMI Northern Italy Chapter and a part of PMO Observatory, a chapter workshop devoted to studying portfolio, program and project management offices.

In Italy, Ms. Maritato has seen several companies scale back or shut down PMOs deemed ineffective. On the other hand, organizations that do see the value are opening new PMOs or fortifying existing ones to improve project selection and oversight, while also increasing efficiencies in tighter markets.

To survive these days, PMOs must deliver value and provide evidence of that value, not only to the project management process, but also to the overall organization.

“Company investments in projects are increasingly rare, and there is no room for waste and wrong decisions,” Ms. Maritato says.

LET'S TALK BUSINESS

Most PMOs already provide value to an organization. But they operate within the confines of the project team and culture, rarely making their case in terms that click with executives, says Jack Duggal, PMP, managing principal of Projective Group, a project management consultancy in Avon, Connecticut, USA.

“Typical PMOs focus only on project success rates—in terms of on time or within budget—but they need to look beyond these metrics to define how their projects benefit the company,” he says.

That means looking at revenue, cost savings, customer satisfaction or other business-focused metrics. Instead of



Il gruppo di lavoro dell'Osservatorio P³MO



Michele Maritato, PMP®
Resp. Osservatorio P³MO



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Maurizio Ferrantelli, PMP®



Emanuele Zanotti, PMP®



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Claudio Bareato, PMP®



Giulio Roggero, PMP®



Eros Viganò, PMP®

Le attività dell'Osservatorio P³MO

MONITORAGGIO
DEI PMO NEL
MERCATO
ITALIANO



ANALISI TREND
INTERNAZIONALI



SVILUPPO DI
STRUMENTI PER
IL PMO



INNOVAZIONE



SVILUPPO DELLA COMMUNITY, FORMAZIONE,
PUBBLICAZIONI, STRUMENTI



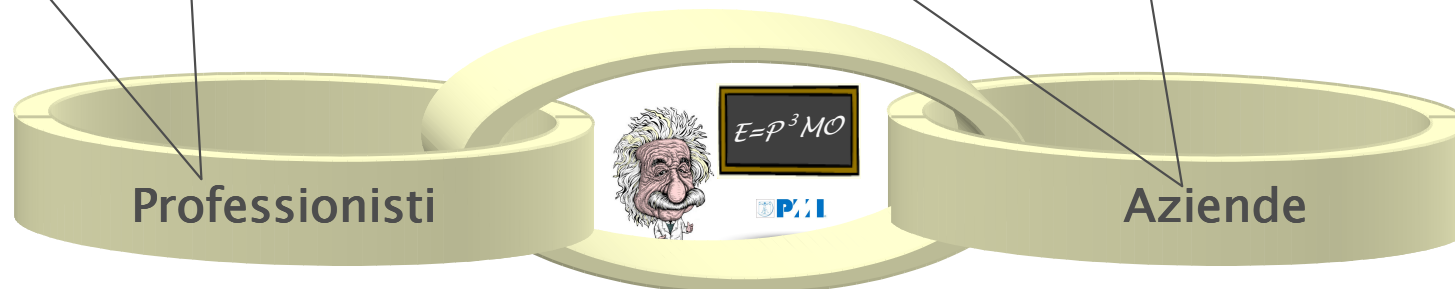
Unisciti a noi



Sono state definite diverse forme di sostegno e di sponsorizzazione delle attività dell'Osservatorio P³MO, indirizzate alle Aziende ed ai Professionisti del Settore

I Professionisti possono sostenere le attività dell'Osservatorio contribuendo operativamente alle iniziative in corso

Le Aziende possono contribuire attivamente proponendo temi di Ricerca e sottoponendo Case Study, inoltre possono sostenere le iniziative in corso attraverso finanziamenti economici, supporto Logistico, supporto operativo al Gruppo di Lavoro e pubblicizzando gli Eventi e le Ricerche





Sostenere l'Osservatorio P³MO permette di usufruire di molteplici benefici, se vuoi scoprirli scrivici al seguente indirizzo e-mail, sarai al più presto ricontattato dal nostro Gruppo di Lavoro:
osservatoriopmo@pmi-nic.org

Ing. Michele Maritato, PMP®
Resp. Osservatorio P³MO