

# CURRICULUM VITAE

## Personal Data

Edoardo ONGARO  
Born in Milan, Italy, 24 May 1971  
Marital status: married  
Nationality: Italian

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## Current Position

- Professor of International Public Services Management, Department of Social Sciences, School of Arts and Social Sciences, the University of Northumbria at Newcastle, UK

## Other Positions/Former Positions

- Director, Northumbria University Research Centre in International Public Policy and Management (IPPaM)
- Vice-President (2012-) and Member (since September 2009) of the *Steering Committee* of EGPA (European Group for Public Administration – International Institute of Administrative Science)
- Chair of the *Permanent Study Group on EU Administration and Multi-Level Governance* of the European Group of Public Administration (EGPA), appointed for the period 2010-13.
- Visiting Professor, *Bocconi University* and *SDA Bocconi School of Management* (2012- ) (previously *SDA Professor* at the *SDA Bocconi School of Management – Public Management and Policy Department*, and main Instructor of the Module of *Management of International and Supranational Organizations*, Bocconi University)
- Member of the network COmparative public organisation data Base for Research & Analysis (COBRA), directors: professors Geert Bouckaert (Catholic University of Leuven, Belgium) and B. Guy Peters (University of Pittsburgh, USA) (since December 2005).
- Member of the Steering Committee of the *FP7 project* ‘Coordinating for Cohesion in the Public Sector of the Future’ (2010-2013)
- Member of the list of Experts for the Visitors Programme of the Bureau of European Policy Advisors of the President of the European Commission (since April 2011)
- Member of the Management Committee of the COST Action IS0601 ‘Comparative Research into Current Trends in Public Sector Organization – CRIPO’ (2007-2011)
- Member of the *Steering Committee* of the Public Sector Management Development Group of the European Foundation for Management Development (EFMD) (June 2006-June 2011).
- Chair of the *Permanent Study Group on Intergovernmental Relations* of the European Group of Public Administration (EGPA), during the period 2006-09
- Member (independent expert) of the Reference Group for the 2009 evaluation of EU agencies conducted by the European Commission

- *Invited expert* at the *Ateliers on Multi Level Governance* of the Presidency of the Committee of the Regions of the European Union (2008)
- Member of the Scientific Committee of the 2009 edition of the *European Public Sector Award*, promoted by EIPA (European Institute of Public Administration)
- Judge of the 2008 and 2009 EFMD case writing competition, category ‘Public Sector Innovations’
- Member of the Observatory on Administrative Reform and Federalism of the Italian Region of Lombardy (2000-03)
- Consultant of the Italian Presidency of the Council of Ministers, Public Function Department (2000-01)
- Contracting researcher of the Scientific Department of the Polyclinic of Milan (*Ospedale Maggiore di Milano* – 1997-00)
- Contracting researcher of ISPI (Institute for the Studies on International Policy) of Milan (2000-01)
- Contracting researcher of CRISP –*Consorzio di Ricerca Interuniversitario sui Servizi alla Persona* (consortium of three Universities in Milan and the University of Bologna) (1999-00)
- Young researcher at the Department of Industrial Engineering, Management and Economics of the Politecnico di Milano and at MIP - the business school of the Politecnico di Milano (1996-98).
- Member of the board of the Politecnico di Milano (1993-1995), as a representative of the students.
- Member of the Commission for students services improvement of the Italian University and Research Ministry (1994)

### Awards

- Winner of the “Citation of Excellence” by Emerald with the article "Process management in the public sector: the experience of one-stop shops in Italy" (*International Journal of Public Sector Management*, Vol. 17, No.1, 2004) that was ranked by the Emerald Management Reviews Independent Review Board as one of the **"top fifty management articles worldwide in 2004"**
- Winner of the 2008 award of the *Società Italiana dei Docenti di Ragioneria ed Economia Aziendale* (Italian Management and Accounting Academy) for the **best paper of the years 2006 and 2007** written by an Italian Researcher on an International Journal with the article “The dynamics of devolution processes in legalistic countries: organisational change in the Italian public sector”, *Public Administration*, Vol. 84, No. 3, pp. 737-770, 2006.

### Visiting Research/teaching

- Visiting Professor, Bocconi University (2012- )
- Visiting Professor, SDA Bocconi School of Management (2012- )
- Visiting professor (Fall 2010), *Université Marseille III – Aix en Provence*, Faculty of Economics and Management
- Visiting Professor, *Université Libre de Bruxelles*, Faculty of Economics and Management, Solvay Brussels School (Fall 2009)
- Research Fellow (since January 2007), University of Pittsburgh, European Union Center of Excellence, European Studies Center – Main research topic: intergovernmental relations and multilevel governance in the European Union and the USA.

- Invited speaker at Erasmus University Rotterdam (2009), ESADE, Barcelona (2010); Universitat Autònoma de Catalunya, Sant Cugat, Barcelona (2010); Università della Svizzera Italiana, Lugano, Switzerland (2008 and 2010), the University of Salerno (2006-08), the University of Pittsburgh, PA; USA (in video-conferencing) (2010), ENAP – Escola Nacional de Administração Pública - The National Institute of Public Administration of the Federal Government of Brazil (2010), The Economic Research Department, Central Bank of Italy (2010), SPISA - School of Specialization in Administrative Studies, University of Bologna (2010).

### **Editorial Boards/Refereeing**

- Member of the Editorial Board/Advisory Board of *The International Journal of Public Sector Management* and *Halduskultur*
- Referee in the following blind-reviewed scientific journals: *Critical Perspectives on Accounting (Special issue)*; *Environment and Planning C: Government and Policy*; *Environmental Politics*; *Governance: An international Journal of Policy, Administration and Institutions*; *International Journal of Productivity and Performance Management*; *International Review of Administrative Sciences*; *Journal of Common Market Studies*; *Journal of Public Policy*; *Public Administration*; *Public Administration Review*; *Public Budgeting and Finance*; *Public Money & Management*; *Public Management Review (special issue)*; *Publius: The Journal of Federalism*; *Regulation & Governance*; *Revue Française d'Administration Publique*; *Science and Public Policy*; *The International Journal of Public Sector Management*; *West European Politics*; *Azienda Pubblica*
- Evaluator of a book series proposal for Emerald
- Evaluator of a peer-reviewed scientific journal for Emerald
- Evaluator of book proposal for Edward Elgar Publishing

### **Research Interests**

- International Public Management
- Comparative analysis of public management reform
- Organisation of the Public Sector
- HRM in the Public Sector
- Business process reengineering (BPR) and process management in the public sector
- Performance measurement and management in the public sector
- Management and governance of European Union institutions
- Multi-level frameworks of governance in the European Union and beyond
- Global governance – Management and governance of the United Nations system
- Intergovernmental relations
- Decentralisation, devolution, federalism

## Education

Degree in *ingegneria gestionale* (industrial engineering), specialisation in economics and management, at the *Politecnico di Milano* (five-year degree, equivalent to a postgraduate MSc degree).

M.Phil in Management, The London School of Economics and Political Science (LSE)

## Didactics

- Università Bocconi - Instructor of Comparative Public Management (2000-04) and Instructor and then Course Director of Management of International and Supranational Organizations (from 2003 to 2011)
- SDA Bocconi School of Management – Assistant Professor (1999-2002) and Professor (2002-2011) of Public Management - coordinator of executive education courses for the international market:
  - Executive Programme in Public Governance, Management and Finance (2004)
  - Study Tour ‘Budget and Fiscal Policy in Italy’ for the Russian Academy of Public Administration – the product was awarded the prize for the most innovative product of the Public Administration Division of SDA Bocconi School of Management in 2008
  - Norwegian Police – Top Management Programme: executive education course in Strategic Management and Process Management in the public sector and Study Tour.
- Politecnico di Milano, Department of Industrial Engineering, Management and Economics (*Dipartimento di Ingegneria Gestionale*) – Teaching Assistant (1997-2002) and Course Director (from 2002 to 2008) of Business Administration and Management

## Language skills (Fluent – Very Good – Good – Average – Elementary)

Language	Reading	Speaking	Writing
Italian	Native	native	Native
English	Fluent	Fluent	Fluent
French	Very Good	Good	Very Good
Spanish	Average	Elementary	Elementary

## Main publications and papers

### Articles in peer-reviewed Journals

- “Les Etats de tradition administrative napoléonienne face à la nouvelle gouvernance européenne :Quelle influence sur la réforme de l’administration publique ? Éléments pour un agenda de recherche”, forthcoming on *Revue Française d’Administration Publique*
- “The role of politics and institutions in the Italian administrative reform trajectory”, *Public Administration*, 2011, Vol. 89, No. 3 (738–755).
- “Réforme de la fonction publique et introduction de la rémunération liée aux performances en Italie: évidence empirique, interprétations et enseignements” [Personnel reform and the introduction of Performance-Related Pay in Italy: evidence, interpretations, lessons] (with N. Bellè) *Revue Française d’Administration Publique*, 2010, N. 132, pp. 817-839.
- “I sistemi di indirizzo e controllo nelle relazioni agenzie-ministeri” [Systems of steering and control in the relationships between agencies and ministries] (with D. Barbieri, P. Fedele and D. Galli), *Rivista Italiana di Politiche Pubbliche*, 2009, N. 3, pp. 87-104.

- *Guest Editor*, Special Issue “Public management reform in countries in the Napoleonic administrative tradition: France, Greece, Italy, Portugal, Spain”, *The International Journal of Public Sector Management*, Vol. 21, Issue 2, April 2008 (*contributing Authors*: Isabel Corte-Real, Salvador Parrado, B. Guy Peters, Luc Rouban, Calliope Spanou, Giovanni Valotti) – author of:
  - “Introduction: public management reform in France, Greece, Italy, Portugal and Spain” (pp. 101-117) (editorial introduction)
  - “Public management reform in Italy: explaining the implementation gap” (with G. Valotti) (pp. 174-204)
- “A common trend, different houses: a comparative analysis of devolution in Italy, Spain and the United Kingdom” (with P. Fedele), *Public Money & Management*, April 2008, Vol. 28, n.2, pp. 85-92. [Also published in Portuguese on *Revista do Serviço Público*, Vol. 61, n. 2 April-June 2010, pp. 157-171]
  - “EU agencies: what is common and what is distinctive compared with national-level public agencies” (with D. Barbieri), *International Review of Administrative Sciences*, Vol. 74, n.3, pp. 395-420.
  - “Disaggregation, autonomy and re-regulation, contractualism: public agencies in Italy (1992-2005)” (with P. Fedele and D. Galli) *Public Management Review*, Vol. 9, n. 4, 2007, pp. 557-585.
- “Esperienze di devolution regionale a confronto” [Experiences of regional devolution: comparisons] (with p. Fedele), *Azienda Pubblica*, N.3/07
- “The dynamics of devolution processes in legalistic countries: organisational change in the Italian public sector”, *Public Administration*, Vol. 84, No. 3, pp. 737-770, 2006 - Winner of the 2008 prize of the Società Italiana dei Docenti di Ragioneria ed Economia Aziendale (Italian Management and Accounting Academy) for the best paper of the years 2006 and 2007 written by an Italian researcher on an international journal
- “Process management in the public sector: the experience of one-stop shops in Italy”, *The International Journal of Public Sector Management*, Vol. 17, No. 1, pp. 81-107, 2004 - Winner of the “Citation of Excellence” by the Emerald Management Reviews Independent Review Board as one of the “top fifty management articles worldwide in 2004”
- Evaluating the organisational impact of ICT for the development of the Information system in hospitals, *The Electronic Journal of Information Systems Evaluation*, (with W. Bergamaschi) Vol. 5, n.2, December 2002
- "Scelte strategiche e soluzioni organizzative di Regioni ed Enti Locali nello sviluppo dei rapporti con le istituzioni comunitarie" [Strategic and organisational options of regional and local governments for the development of the relations with Community institutions] (with T. Moi), *Azienda Pubblica*, 2001, n. 2-3.
- "Lo sviluppo del sistema informativo automatizzato nelle aziende ospedaliere: impatto organizzativo e logiche di gestione"[The development of the management information system in hospitals: organisational impact and management issues] (with W. Bergamaschi), *Mecosan*, 2001, n. 37: 21-40.
- "Il decentramento delle funzioni amministrative in agricoltura: uno studio dell'impatto organizzativo e proposta di un sistema di valutazione a supporto delle relazioni tra i livelli istituzionali" [Devolution in agriculture: a study of the organisational impact and proposal of a system for the evaluation of intergovernmental relations], *Azienda Pubblica*, 2000, n. 2-3: 235-252.
- "Il Process Reengineering strumento per l'innovazione della pubblica Amministrazione" [Process reengineering instrument for the innovation of the public sector], *Economia & Management*, 2000, n. 4: 91-104.
- "La gestione per processi delle Amministrazioni Pubbliche" [Process management in the public sector], *Sviluppo & Organizzazione*, novembre 2000.
- "La reingegnerizzazione dei processi amministrativi" [The reengineering of administrative processes], *Sistemi & Impresa*, 2000, n. 8: 43-57.
- "L'utilizzo delle tecnologie Internet per lo sviluppo degli Enti Locali: il caso della Comunità Montana della Vallecamonica" [The employment of internet technologies for the development of local governments: the case of the mountain community of Vallecamonica] (with F. Amarilli, S. Mainetti), *Sistemi e Impresa*, 1999, n. 6: 41-59.
- "Un caso di Business Process Reengineering nella pubblica amministrazione: il processo degli acquisti della Regione dell'Umbria" [A case of business process reengineering in the public sector: the procurement

process of the Umbria regional government] (with A. Boin, A. Savoldelli), *Azienda Pubblica*, 1999, n. 4: 379-406.

- "Il benchmarking nelle pubbliche amministrazioni: una esperienza presso il Politecnico di Milano" [Benchmarking in the public sector: an experience at the Polytechnic of Milan] (with M. Corso, A. Dumoulin, F. Fumero), *Azienda Pubblica*, 1998, n. 5: 501-525.
- "L'innovazione nella gestione delle università italiane: uno studio di casi di introduzione del controllo di gestione" [Innovation in the management of Italian universities: a multiple case study of introduction of the management control system] (with E. Rodolfi), *Azienda Pubblica*, 1998, n. 1-2: 77-101.

## Books and monographs

### *Authored*

- Ongaro, E. (2009) *Public management reform and modernization: Trajectories of administrative change in Italy and France, Greece, Portugal, Spain*. Cheltenham, UK and Northampton, MA: Edward Elgar (Preface by Christopher Pollitt, foreword by Elio Borgonovi, endorsement quotes by prof. Geert Bouckaert, Ewan Ferlie, Walter Kickert, B. Guy Peters, Claudio Radaelli, Luc Rouban, Jeffrey Straussman) (Book Reviews under consideration or confirmed on: *Governance: An International Journal of Policy, Administration and Institutions*; *International Public Management Journal*; *International Review of Administrative Sciences*; *The International Journal of Public Sector Management*; *Nova Cidania*; *Public Administration*; *Public Administration Review*; *Revue Française d'Administration Publique*; *Southeast European and Black Sea Studies*; *Transylvanian Journal of Public Administration*; *Zeitschrift für öffentliche und gemeinnützige Unternehmen* (Journal for Public and Nonprofit Enterprises).

### *Edited or co-Authored*

- Ongaro, E., Massey, A., Holzer, M. and Wayenberg, E. (2011) (Eds.) *Policy, Performance and Management in Governance and Intergovernmental Relations: Transatlantic Perspectives*, Edward Elgar, Cheltenham, UK and Northampton, MA, USA (contributing Authors: Eugenio Anessi Pessina, Geert Bouckaert, Tony Bovaird, Pedro J. Camões, Elena Cantù, Clara Carbone, Etienne Charbonneau, Tim Conlan, Falk Ebinger, Giovanni Fattore, Caterina Ferrario, H. George Frederickson, Stephen Gros, Jeremy Hall, John Stuart Hall, John Halligan, Marc Holzer, Peter Hupe, Martin Laffin, Jack Meek, Edward Alan Miller, Meredith Newman, Lars Niklasson, Paul Posner, Renate Reiter, Norma Riccucci, Patrick S. Roberts, Maria Laura Seguiti, Trui Steen, Theo Toonen, Carol Weissert, Alberto Zanardi)
- Ongaro, E., Massey, A., Holzer, M. and Wayenberg, E. (2010) (Eds.) *Governance and Intergovernmental Relations in the European Union and the United States: Theoretical perspectives*, Edward Elgar, Cheltenham, UK and Northampton, MA, USA (contributing Authors: Robert Agranoff, Michael Farrelly, Adrienne Heritier, Stephen Jeffares, Simona Piattoni, Theo Toonen, Alberta Sbragia, Chris Skelcher, Carl W. Stenberg, Chung-Lae Cho, Deil S. Wright)
- Barbieri, D., Bellé, N., Fedele, P. and E. Ongaro (2010) *Da eurocrati a manager? La burocrazia europea tra processi di managerializzazione e funzioni istituzionali*. [From eurocrats to managers? The European bureaucracy between processes of managerialization and institutional functions], Milan: EGEA, cahiers of the Observatory on Change of Public Administrations.
- Ongaro, E. (ed) *L'organizzazione dello Stato tra autonomia e policy capacity* [The organization of the state between autonomy and policy capacity], Soveria Mannelli: Rubbettino (for the Italian Department of the Public Function), 2008
- Bellini, N., Bramanti, A. and Ongaro, E. (eds) *Le relazioni internazionali dei territori: economia, istituzioni e società* [The international relations of territories: economy, institutions, and society], Donzelli Editore, 2008.
- Ongaro, E. (ed) *Le Agenzie Pubbliche: Modelli Istituzionali ed Organizzativi* [Public agencies: institutional and organisational models], Soveria Mannelli: Rubbettino (for the Italian Department of the Public Function), 2006

- Ongaro, E. and Valotti G. (eds), *La gestione del decentramento: governance e innovazione organizzativa nell'esperienza di Regione ed Enti Locali in Lombardia* [The management of devolution: the experience of regional and local governments in lombardy], Milan: Giuffrè, 2005
- De Magistris V., Ongaro E. and Valotti G. (eds), *La Public Governance nel Regno Unito: esperienze a livello centrale e locale* [Public governance in the United Kingdom: central and local level experiences], Quaderni Formez: Naples and Rome, 2005
- Ongaro E. and Valotti G. (eds), *L'internazionalizzazione di Regioni ed Enti Locali* [The international relations of regional and local governments], Milan: ETAS, 2002.
- Editor of the Italian version of Pollitt, C. and Bouckaert, G. *Public management reform: a comparative analysis*, Oxford: Oxford University Press (Ed. Italiana: *La Riforma del management pubblico*, Milano: Università Bocconi Editore), includes authorship of original paragraphs on public management reform in Italy and the chapter: "La riforma del management pubblico in Italia", 2002

### Chapters in books

- "PSM trends across the Mediterranean states" (provisional title) in J. Diamond and J. Liddle (eds.) *Critical Perspectives in International Public Sector Management*, Emerald (in preparation, forthcoming 2013)
- "New Public Management in Southern European Countries" (provisional title) in *The Handbook of Public Administration* (provisional title) – Edited by Maria Asensio and César Madureira, Publications of the National Institute of Public Administration of Portugal (in preparation, forthcoming 2012)
- "EU Agencies", with D. Barbieri, N. Bellé and P. Fedele in G. Bouckaert, P. Laegreid, S. Van Thiel and K. Verhoest *A global compendium of agencification*. Palgrave.
- "Comparing agencification in Latin countries", (with S. Parrado and K. Verhoest) in G. Bouckaert, P. Laegreid, S. Van Thiel and K. Verhoest *A global compendium of agencification*. Palgrave.
- "Italy" (with D. Barbieri, P. Fedele and D. Galli) in G. Bouckaert, P. Laegreid, S. Van Thiel and K. Verhoest *A global compendium of agencification*. Palgrave.
- "The civil service in Italy" (with E. Borgonovi), pp. 103-124 in A. Massey (ed.) *The International Handbook of Civil Service Systems*, Cheltenham, UK: Edward Elgar, 2011.
- "The Napoleonic Administrative Tradition and Public Management Reform in France, Greece, Italy, Portugal, Spain", in M. Painter and B.G. Peters (eds.) *Tradition and Public Administration*, Basingstoke: Palgrave MacMillan, 2010
- "Determinants of result-based control in Italian agencies" (with D. Barbieri, P. Fedele and F. Galli) in P. Laegreid and K. Verhoest (eds.) *Autonomy and Control of Public Agencies in Europe*. Palgrave, 2010
- "Modelli per l'analisi comparativa e il trasferimento di esperienze estere in materia di riforma dei sistemi di management pubblico" [Models for the comparative analysis and policy transfer in public management], in F. Pezzani (ed) *Logiche e strumenti di accountability per le amministrazioni pubbliche*, Milan: EGEA, 2005
- "Il rapporto di gestione come strumento di rendicontazione verso gli organi di indirizzo politico" [The management report as an instrument of accountability towards political bodies] in F. Pezzani (ed) *Logiche e strumenti di accountability per le amministrazioni pubbliche*, Milan: EGEA, 2005
- "Problematiche emergenti di accountability nel contesto del decentramento e delle riforme del management pubblico" [Issues of accountability in the context of devolution and public management reform], in F. Pezzani (ed) *L'Accountability delle Amministrazioni Pubbliche*, Milan: EGEA, 2003
- "La convenzione tra Ministero delle Finanze e Agenzia delle Entrate: analisi e linee di sviluppo come strumento di performance management" [The convention between the ministry of finance and the inland revenue agency: analysis and guidelines for the development as an instrument of performance management], in Mussari R. (ed), *L'Amministrazione Finanziaria dello Stato*, Soveria Mannelli: Rubbettino Editore, 2002.
- "Il decentramento in agricoltura: un modello di analisi economico-aziendale" [Devolution in agriculture: a public management model], in Antonini L. (ed), *Il terzo decentramento*, Milan: Giuffrè, 2001.

### Publications for teaching purposes

- “Modello formativo in materia di internazionalizzazione per la pubblica amministrazione locale” [training model on the topic of the international relations of the local public administration] SDA Bocconi, Sant’Anna di Pisa and ISPI for the Italian Ministry of Foreign Affairs (coordinator of the publication)
- “Managing government through agencies”, teaching case registered in ECCH (*European Clearing House*)
- “Introduction to the course of Management of International and Supranational Organizations”, in E. Ongaro (ed.) *Management of International and Supranational Organisations: readings*, Milan: EGEA, 2006
- “Process reengineering e sviluppo di forme di gestione per processi nelle pubbliche amministrazioni”, *SDA Bocconi School of Management Teaching Notes*, 2006
- “Policy transfer in public management: a review of some key issues”, in Metcalfe L., Magri P. and Ongaro E. (eds) *Management of International and Supranational Organisations: readings*, Milan: EGEA, 2004
- Ongaro E. (ed), *Le pubbliche amministrazioni nazionali. Analisi comparata dei sistemi di management pubblico*, Milan: EGEA, 2001.
- "L'analisi per processi nella gestione dei fondi strutturali", in Meneguzzo M. (ed), *Fondi strutturali e strumenti per lo sviluppo locale: esperienze a confronto e sistemi di gestione regionale e locale*, Milan: EGEA, 1999.

### Other articles

- “The future of EU Agencies in an age of austerity”, *European Commission Bureau of European Policy Advisers Monthly Brief*.
- “Funziona il decentramento?” *Lombardia in Europa*, June 2005
- “Decentramento sotto esame”, *Guida agli enti Locali de Il Sole 24 Ore*, n. 42, 30 October 2004
- "Il territorio che guarda oltre confine", *Guida agli enti locali - Il Sole 24 Ore*, 23 marzo 2002, n. 11.
- "L'unione fa la forza grazie alla rete", *Guida agli enti locali - Il Sole 24 Ore*, 20 novembre 1999, n. 45.

### Papers published only in conference proceedings (electronic or on paper)

- “New Modes of Governance and national policy capacities in the EU: an analysis of the coordination mix in the research and innovation policy in Finland, France and Italy”, Paper delivered to the ‘Fifth Transatlantic Dialogue Conference’ - Washington, D.C., June 2009
- “The costs and the accountability of EU Multi-Level Governance: Issues and lines of analysis from a public management/organisation Science perspective”, Proceedings of the Ateliers on Multi-Level Governance, The Committee of the Regions of the European Union, February 2009
- “Managing multiple interfaces of private and public stakeholders in the Italian Region of Lombardia: implications for policy coherence and seamless service delivery”, Conference of the European Group of Public Administration, Potsdam, September 2002.
- “Modelling the information processing capacity of local authorities with different degrees of structural disaggregation” (with R. Brambilla and C. Francalanci), Proceedings of the 6<sup>th</sup> meeting of the European Conference of Information Technology Evaluation, Brunel University, West London, September 1999

### **Participation to conferences (selected)**

- Workshop moderator at the Public Sector Conference of the European Foundation for Management Development: “Managing for good governance in the public sector: perils, challenges, benefits”, Bocconi University School of Management, Milan, Italy, September 2001

- Invited expert at the Bertelmann Foundation “Cities of tomorrow” conferences in Taby (Sweden), June 2001, and Farum (Denmark), November 2001; Invited expert at the Bertelmann Foundation “Citizen Engagement and Transparency Programme” conference in Berlin (Germany), October 2003
- Workshop speaker at the 6<sup>th</sup> European Conference of Information Technology Evaluation, London, UK, September 1999
- Workshop speaker at the 8<sup>th</sup> European Conference of Information Technology Evaluation, Oxford, UK, September 2001
- Workshop speaker at the 5<sup>th</sup> annual conference of the International Research Symposium on Public Management (IRSPM), Barcelona, Spain, April 2001
- Workshop speaker at the 6<sup>th</sup> annual conference of the International Research Symposium on Public Management (IRSPM), Edinburgh, UK, April 2002
- Workshop speaker at the annual conference of the European Group of Public Administration (EGPA) “The European Administrative Space: Governance in Diversity“, Potsdam, Germany, 4-6 September 2002
- Workshop speaker at the seminar “La public Governance in Europa” promoted by the Department of the Public Function and Formez and held at the CNEL (Consiglio Nazionale Economia e Lavoro), Rome, Italy, 19 November 2004
- Workshop moderator at the seminar “Public administration innovation: budget, accounting and control systems” promoted by Formez and CAIMED, Naples, Italy, December 2004
- Workshop moderator at the EFMD annual Conference “Post-bureaucratic management: A new age for Public Services?“, Institut de Management Public - Université Paul Cézanne, Aix-en-Provence, France, 14-16 June 2006
- Workshop chair at the annual conference of the European Group of Public Administration (EGPA) “Public Managers under pressure between politics, professionalism and civil society” – Workshop of the Permanent Study Group on Intergovernmental Relations – Università Bocconi, Milan, Italy, 6-9 September 2006
- Member of the Scientific Committee of the EFMD annual Conference “The (new) talent management agenda: a response to complexity and paradox in the public sector”, EOI Business School, Madrid, Spain, 21-22 June 2007
- Invited speaker at the seminar “Administrative Traditions: Inheritances and Transplants in Comparative Perspective” - City University of Hong Kong, Hong Kong, 25-27 June 2007
- Workshop chair at the annual conference of the European Group of Public Administration (EGPA) “Public administration and the management of diversity” – Workshop of the Permanent Study Group on Intergovernmental Relations – Instituto Nacional de Administración Pública, Madrid, Spain, 19-22 September 2007
- Invited speaker at the First EGPA-NISPAcee Trans-European Dialogue on the theme “Towards the neo-weberian state? Europe and beyond” (ITED) – Tallinn, Estonia, 30-31 January, 1 February 2008
- Conference Co-Chair of the Fourth transatlantic Dialogue on “The status of intergovernmental relations and multi-level governance in Europe and the US” (4TAD), Università Bocconi, Milan, Italy, 12-14 June 2008 (conference jointly promoted by the American Society for Public Administration – ASPA - and the European Group of Public Administration – EGPA)
- Workshop chair at the annual conference of the European Group of Public Administration (EGPA) “Innovation in the Public Sector” – Workshop of the Permanent Study Group on Intergovernmental Relations – Erasmus University, Rotterdam, The Netherlands, 3-6 September 2008
- Conference speaker at the conference “Federalismo ed equilibri economico-finanziari: come far quadrare i conti?” [The sustainability of federalism: how to strike the balance?] - Università Bocconi, 2 February 2009, promoted by the network Conti&Controlli negli enti Locali – NETCEL

- Conference Plenary Round Table Speaker at the conference « La Reforme de L'Administration Publique vue d'en Bas » [A bottom-up view on the reform of public administration], Université Libre de Bruxelles, 14-15 may 2009.
- Workshop speaker at the European Consortium for Political Research (ECPR) Joint Sessions of Workshops, Lisbon, 14-19 April 2009.
- Workshop speaker at the Fifth transatlantic Dialogue Conference “The Future of Governance” held in Washington (George Washington University), 11-13 June 2009
- Conference Plenary speaker at the conference “Conferenza Regionale sulla Cooperazione allo Sviluppo e il partenariato Internazionale” (regional conference on cooperation to development and international partnership”, Udine, 19 June 2009]
- Workshop speaker at the EGPA annual conference, Permanent Study Group on Public Sector Organization, Malta, September 2009
- Conference Plenary speaker (invited), “Conferenza Regionale sulla Cooperazione allo Sviluppo” (regional conference on cooperation to development] Florence, 23 September 2009.
- Workshop chair at the annual conference of the European Group of Public Administration (EGPA) – Workshop of the Permanent Study Group on Intergovernmental Relations – La Valletta, Malta, 2-4 September 2009 .
- Organiser of the workshop ““Autonomy, steering and Control, Performance of EU Agencies” *The findings of the research, the opinions of the practitioners*” 12 March 2010 – Palace of the Academies – Brussels, Belgium
- Paper discussant at the seminar “Service Standards and Financial Equalization in Decentralized Countries: International Evidence and Perspectives for Italy”, Bocconi University, 1 July 2010
- Workshop chair at the annual conference of the European Group of Public Administration (EGPA) – Workshop of the Permanent Study Group on EU Administration and Multi-Level Governance – Toulouse (France), 8-10 September 2010.
- Workshop chair at the conference “Reforming the Public Sector: How to Make the Difference”, Scuola Superiore di Pubblica Amministrazione (Italian Higher School of Public Administration), Rome, 2-3 December 2010.
- Workshop speaker at the European Union Studies Association bi-annual conference, Boston, MA, 3-5 March 2011
- Speaker at the internal workshop of BEPA – The Bureau of European Policy Advisers of the President of the European Commission – 3 February 2011, intervention titled: “EU Multi-Level Governance: Research Agendas and Policy Implications”
- Workshop Chair of the Expert Session 6 “Agencies and policy networks in the European Union: challenges for an evolving mosaic” at the High Level Conference *Structuring Government in the 21st Century: Managing and Controlling Public Agencies at National and EU-level in Times of Crisis*, 27 May 2011 – Academy Palace- Rue Ducale 1 (Hertogsstraat 1) - Brussels
- Invited presenter at the Workshop of the Chair of Politics and Administration “Public Administration in the Multilevel System”, Humboldt University Berlin, 23-24 June 2011
- Workshop chair at the annual conference of the European Group of Public Administration (EGPA) – Workshop of the Permanent Study Group on EU Administration and Multi-Level Governance – Bucharest (Romania), 7-9 September 2011
- Member of the Scientific Committee of the conference “Fourth EGPA Euro-Mediterranean dialogue on Public Management”, Rabat, Morocco, 12-14 October 2011
- Invited speaker at the Round Table on Multi-Level Governance in Europe, Turin, 4 November 2011, European Training Foundation.
- Invited Speaker at the Conference on Public Internal Controls, European Commission/Dg Budget and OECD-SIGMA, 27/28 February 2012.

- Invited speaker at the retirement seminar in honour of professor Christopher Pollitt, Catholic University of Leuven (K.U.Leuven), Belgium, 29-30 March 2012

### **Main Research Projects (selected)**

- 2011-12 OECD- SIGMA Research Project on Public Internal Controls (role: author of discussion paper on the general findings of the project)
- 2010-2013 Coordination for Cohesion in the Public Sector of the Future (within the FP7 framework programme)
- 2009-10 An analysis of the impact of Human Resources Management reform in the European Commission (Project leader)
- 2009-10 The agencies of the European Union: an analysis of autonomy, steering & Control, performance and influence on policy and politics (project leader)
- 2008 Models of coordination in three policy sectors of the Italian government (innovation and research; environment; immigration) (project leader)
- 2006-07 Models of specialisation and coordination in the Italian central government: a static comparative analysis (within the COBRA research network) (project leader)
- 2006-07 An analysis of the Italian system of Non-Departmental Public Bodies (within the COBRA research network) (project leader)
- 2006 Models of analysis of the international relations of the institutional, economic and socio-cultural Italian regional systems (project leader)
- 2005 Reforming the public sector through the “agency model”: an organisational analysis of ten Italian public sector executive agencies (project leader)
- 2005 Logics and tools for improving accountability (and effectiveness) in the public sector (project team member)
- 2004 Evaluating the impact of devolution: an end users’ perspective (project leader)
- 2004 Public-private partnership for the territorial development of the Lombardy region (project leader)
- 2004 A comparative analysis of devolution in Italy, Spain and the UK (project leader)
- 2003 An organisational analysis of the impact of devolution in the Lombardy region (project leader)
- 2002 Accountability in the public sector: notions and the effects of contemporary public management reforms (project team member)
- 2000-02 An analysis of management issues in devolution processes (project leader)
- 2000-02 The internationalisation of regional and local governments: a strategic management framework of analysis (project leader)
- 2000-01 “Best practices” in management control systems in Italian local and central governments (project team member)
- 1999-02 concepts and tools for process reengineering and management in the public sector (project team member)
- 1999 Definition of a system supporting the evaluation of public policies in the Milan Province (Project team member)
- 1999 Implementation and actors’ strategies: the business plan for the development of the water service in the Southern area of Milan (project team member)

- 1998 Reengineering of the Structural Funds management process in the Italian Treasury Ministry (project team member)
- 1998 Reengineering of the procurement process of Umbria Italian Region (project team member)
- 1998-99 Organisational analysis for introducing Intranet technologies for a consortium of Municipalities in a mountain area of Italy (ValleCamonica) (project team member)
- 1997 ICT and process reengineering: the reengineering of outpatients' processes in a group of Divisions of the Polyclinic of Milan and the definition of an organisational model for the development of the Information System (project team member)
- 1997 Benchmarking in the public sector: an application to the Departments of the Polytechnic of Milan (project team member)