



**FINAC**

FINancial management,  
Accounting & Controlling  
in public administration

# FINAC PROJECT NEWSLETTER

Issue no.4

**01/11/2017**

## CONTENT:

1. The second study visit to Università Degli Studi Guglielmo Marconi, Rome
2. Interviews with Aline Pennisi, Francesco Tufarelli, And Michele Petrocelli

FINAC Project  
Newsletter

Publisher:  
Dr. Slađana Benković  
Project Coordinator

## CONTACT

**W: [finac.org.rs](http://finac.org.rs)**

**E: [coordinator@finac.org.rs](mailto:coordinator@finac.org.rs)**

## THE SECOND STUDY VISIT TO UNIVERSITA DEGLI STUDI GUGLIELMO MARCONI, ROME

Universita degli Studi Guglielmo Marconi has organized as a host second study visit from 26th to 30th in Rome, Italy.

Project coordinator, Sladjana Benković, opened the meeting with a welcome speech addressing all the participants. After that Arturo Lavalle, Head of the H&R Department, on behalf of partner institution - Universita degli Studi Guglielmo Marconi, welcomed all participants and wished them successful and fruitful work during the second Study visit. Vice vector of the Universita degli Studi Guglielmo Marconi, professor Giovanni Briganti, greeted the participants and expressed gratitude for hospitality on behalf of project coordinator institution.



Head of the H&R Department, Arturo Lavalle, presented the results which have been obtained in the previous period and pointed out that there are numerous opportunities for cooperation within regional projects, such as FINAC. During the study visit in Italy, the representatives of partner institutions had a great opportunity to enjoy the lecture of professor Paolo Francescone who is responsible for Multimedia Educational and Creative Production Department at Universita degli Studi Guglielmo Marconi. Presentation "Distance learning

methodologies and production of multimedia learning paths" was very useful for future university development. Moreover, professor Michele Petrocelli from School of Business was talking about the use of multimedia lessons and simulations in his school, giving great, vividly described examples.

Dean of School of Business at Universita degli Studi Guglielmo Marconi, professor Rainer Masera, opened the second day meeting with a welcome speech addressing all the participants. During the second day, participants had a great opportunity to hear about recent Italian budget reform and spending reviews from Mrs. Aliene Penisi, Senior Manager in the State General Accounting Department. During the presentation Francesco Tufarelli, Senior Manager at Italian Presidency of the Council of Ministries, Secretary General Automobile Club Italy, discussed the management reform in Italian Public Administration pointing out the practical application to Ministries and Public Authorities. Professor Michele Petrocelli from School of Business, who has great international experience in the public sector, discussed budgeting modernization and ethics in public sector.



The third day of the Study visit meeting started with presentations conducted by Mrs. Zaklina Veselinović and Mr. Dejan Stanković. Professor Hysen Muceku and Blerjana Bino discussed financial management knowledge and qualifications structure of employees in Albania. After these two presentations, the study visit was concluded with future steps in next three months.

At the end of the second Study visit at Università degli Studi Guglielmo Marconi, all partners have expressed great satisfaction with organization and content of the second study visit. Best regards to the host institution.



## INTERVIEWS WITH ALINE PENNISI, FRANCESCO TUFARELLI, AND MICHELE PETROCELLI



As a part of the second Study visit, which was hosted by Università degli Studi Guglielmo Marconi, Italy, participants of the FINAC project had the opportunity to enjoy the lectures of the two eminent Italian government representatives, who were so kind to answer us a few questions. These answers could help us to further mould Master programs and to understand how an Italian public administration works.

\* Aline Pennisi is a Senior Manager in The State General Accounting Department, and she presented key aspects of the recent Italian budget reform in her lecture.

1. In your opinion, what does the Master program need to have in order to be efficient and to prepare students to do a good job in public administration? What do you think it is crucial to them?

*I think that today, you need competences in many disciplines, not just in one specific discipline as it was in the past. You need to educate students to have a strong economic background, you especially need to reinforce the students' capacity in microeconomics and particularly make them able to use different statistical techniques. Also, it is very important for students to be able to manage big amounts of data. On the other side, in the education process, you need to create a sense of commitment for people to work in a public service. People need to understand what does it means to be a part of public administrations and to be governed by ethics.*



2. Do you expect Brexit to have a certain impact on your budget? How do you feel about that? Do you expect that to have repercussions for candidate countries?

*I don't believe it will have immediate repercussions on our budget, on our economic and financial position. At the end, new opportunities or constraints will come out progressively. Europe loses one of the countries that can give an opinion from an Anglo-Saxon point of view, and balancing decisions at EU level in many ways. Europe loses an important partner who understands how this kind of union, which is not a federation, has to work. I cannot say how Brexit will influence candidate countries, since it is not my area of expertise, but Europe is in a difficult position today. There is a lack of legitimacy of EU institutions. Brexit is not the only problem that EU has to deal with. In general Europe needs to understand how to reshape itself.*



*\* Francesco Tufarelli has a vast experience in different public administrative roles, and now serves as Senior Manager at Italian Presidency of the Council of Ministries, Secretary General ACI (Automobile Club Italy). He presented management reforms that took place in the Italian government.*

1. What soft skills are needed for the job of manager in public administration nowadays, according to your experience?

*Now in Italy we have changed a lot of things connected to the public administration. Before 1990, we did not have much transparency in hiring managers in public administration. The manager could have only theoretical experience and to be good at his job. Today situation is very different. Managers have larger responsibility, and public manager became real manager. Manager in the public sector needs to organize human resources, to organize technical resources, etc. For example, when I worked in the Ministry of telecommunications, I had only 1 contract and only 1 television to deal with. Now there are a large number of televisions, and above all there is a vast number of foreign televisions. Now is important to know the system, not just in Italy, but in whole Europe.*

*Ability to effectively communicate with different stakeholders is essential. You need to be able to communicate in a right way with different kind of stakeholders such as lobbyists. In Italy we do not have laws concerning lobbyists, and it might be better not to communicate with them. But, that would be a big mistake. You need to speak with all of them that work in your sector, because you can communicate them an idea concerning certain law, which is in a process of creation. And if you prepare a law without feedback from them, which means that you decide without information, and that could potentially lead to the disaster.*

*A person working in public administration needs to have a good contact with different instances of a civil society and with the universities, to have a double perspective. Also, especially at the European level cooperation between public and private sector is important, since it is demanded in all the projects. Main soft skill would be the capacity to build positive relations and to be ready to change the focus of attention on different topics depending on a period in question. Also, there is a need for an ability to work with different members of public administration. The manager will work in any area, even without any knowledge if he knows how to organize the team. Initially manager must check the situation, and after that he must motivate employees, and he must choose the right work for every person. All of that constitutes a good manager. "There is no bad work, there is a bad manager".*

2. Today ESG (Ecological, Social, and Governance) factors become more and more important. Since you have such a vast experience in different sectors, we are interested if you have tried to incorporate these factors into your policies? How does that work in Italy?

*We do not create laws in the first moment. We do not have a perception that that represents a real problem. You have a good law, when you perceive that something represents a huge problem. This is a global problem, not a sole problem for Italy. We have a Ministry of Environment that is very young, and I think that now we are doing a good job. For example, we have a problem with petrol companies and their operations at sea. However, we gave them permissions a decade ago, and now it is very difficult to remove the authorization. It is challenging to approach this problem. We have even organized referendum for this matter. Moreover, we do not have Green party, like in Germany. In the past, there was one party, but it was not never that strong, since civil awareness regarding ecology was not high at that moment. Some events could contribute to increasing public awareness, such as EXPO exhibition that was organized in Milan. But now, European Union tries to raise awareness on climate change and it is transferring funds for such projects.*

*\* Professor Michele Petrocelli from School of Business, gave a presentation on budgeting, modernization, and ethics in the Public sector.*

1. Having in mind that you are a professor, what is your advice for future generations and how do you see their role in public sector?

*New generations need to follow their talents. If public administration is their field of interest than they can make a real contribution, but without dedication and hard work it will be impossible. We do not know what will be the future of public administration. I assume that a lot of things will change.*

*Moreover, from my point of view culture is the central thing in public administration. Through the culture we can bridge the gap between theory and practice. It is more important to understand culture than to be focused only on practice, at least in public administration.*

2. Could you please tell us what are your key topics for research?

*In terms of research, I am focused on how education can change the development of countries and economic systems. Starting from competitiveness of an economic system, we can discuss changes in ethic models and education, and their potential impact on the development and growth of one country.*

3. What are the benefits of transparency in public administration, from your point of view?

*Transparency is the way for developing public administration and it is very important for citizens who can control all activities and be aware of potential outcomes. Moreover, it is connected to ethics and can make a significant impact on all decisions in public sector.*



Newsletter prepared by:

Nemanja MILANOVIĆ  
Nela MILOŠEVIĆ  
Milica LATINOVIĆ

University of Belgrade  
Faculty of Organisational Sciences  
A: Jove Ilića 154,  
11000 Belgrade | Serbia  
E: nemanja.milanovic@fon.bg.ac.rs

UNIVERSITY OF  
BELGRADE

Studentski trg 1, 11000  
Beograd, Serbia

FINAC contact:  
<http://finac.org.rs/>  
[coordinator@finac.org.rs](mailto:coordinator@finac.org.rs)

*This project has been funded with support from the European Commission.*

*This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.*



**FINAC**  
FINancial management,  
Accounting & Controlling  
in public administration



Co-funded by the  
Erasmus+ Programme  
of the European Union