

# CURRICULUM VITAE

**FAMILY NAME :** BALDUCCI  
**FIRST NAME :** MASSIMO  
**DATE OF BIRTH :**  
**MARRIED AND , TWO CHILDREN**  
**PERMANENT RESIDENCE:**  
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**SECONDARY RESIDENCE:**

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## EDUCATION:

<b>UNIVERSITY :</b>	<b>FACULTY OF POLITICAL SCIENCES “C. ALFIERI” FIRENZE</b>
<i>date</i>	1968 1973
<i>degree:</i>	LAUREA DEGREE (MASTER DEGREE) WITH HONOR
<b>UNIVERSITY :</b>	<b>ALBERT LUDWIGS UNIVERSITAET FREIBURG IN BRG. GERMANY</b>
<i>date</i>	1969 1970
<i>position :</i>	Guest student: MAJOR ECONOMIC SOCIOLOGY
<b>UNIVERSITY :</b>	<b>COLUMBIA UNIVERSITY FULBRIGHT GRANTEE</b>
<i>date</i>	1971 1973
<i>position :</i>	EXCHANGE VISITOR MAJOR: ORGANIZATIONAL BEHAVIOUR
<b>UNIVERSITY :</b>	<b>VERWALTUNGSFACHHOCHSCHULE SPEYER a. Rh. GERMANY</b>
<i>date</i>	1974 1975
<i>position:</i>	Guest student: Public Administration and Organization Theory
<b>UNIVERSITY</b>	<b>ESSEX UNIVERSITY SUMMER SCHOOL IN SOCIAL SCIENCE DATA ANALYSIS</b>
<i>date</i>	1974 SUMMER SEMESTER

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## LINGUISTIC SKILLS :

<i>LANGUAGE</i>	<i>READING</i>	<i>SPEAKING</i>	<i>WRITING</i>
Italian	Mother tongue	Mother tongue	Mother tongue
English	C2	C2	C2
French	C2	C2	C2
German	C2	C2	C2

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**COMPUTER SKILLS :** microsoft office (including access) and openoffice; internet browsers explorer, mozilla firefox googlechrome

**PROFESSIONAL EXPERIENCE RECORD:**

<b>Dates</b>	<b>From April 2015 running</b>
<b>CROGEF Centro Ricerche Organizzativo gestionale e formazione</b>	<b>Association to promote effective public administration in central and local government <a href="http://www.crogef.it">www.crogef.it</a></b>
<b>Position</b>	<b>President</b>
<b>Dates</b>	<b>From January 2020 up to now</b>
<b>School of Government University of Venice Ca' Foscari</b>	<b>Private contract</b>
<b>Position</b>	<b>In charge of relations with European Institutions</b>
<b>Dates</b>	<b>From 4<sup>th</sup> of November 2002 up to the 3<sup>rd</sup> of November 2007</b>
<b>Organization</b>	<b>On secondment from the Univ. of Florence, Italian National School of Public Administration</b>
<b>Position</b>	In charge of <ul style="list-style-type: none"> <li>➤ training activities of the 480 top civil servants of Central Government at the Prime Minister's Office</li> <li>➤ advising on drafting legislation (Statute Law 11/2005 was drafted upon input from Balducci and according to his suggestions)</li> </ul>
<b>Dates</b>	<b>From 1980 up to the 31<sup>st</sup> October 2019</b>
<b>Organization</b>	<b>University of Florence, Faculty of Political Sciences "C.Alfieri"</b>
<b>Position</b>	Tenured Professor of «Organization Theory» and «Managerial Control and Auditing of Public Services»
<b>Dates</b>	<b>1997-1998</b>
<b>Organization</b>	<b>European Network of Training Organizations for Local and Regional Authorities, Council of Europe, Strasbourg</b>
<b>Position</b>	Program Adviser, on sabbatical leave from the University of Florence, in charge of developing training programs for CEEC local governments
<b>Remarks</b>	I worked out in collaboration with the Council of Europe (Directorate of Political Affairs and Congress of Local and Regional Authorities) training strategies for Public Administration and Local Government officials, especially for the Russian Federation, Ukraine and the Caucasian countries
<b>Dates</b>	<b>1990-1993</b>
<b>Organization</b>	<b>European Institute of Public Administration EIPA Maastricht</b>
<b>Position</b>	Seconded from the Italian Ministry of Foreign Affairs, Full Professor of Organization Theory
<b>Remarks</b>	I worked out: (i) together with Nicolas Dubois the training Program EUROMANAGER; (ii) a training program for officials of south Italian regions (in collaboration with FORMEZ); (iii) together with Nicolas DUBOIS the School of Public Administration business plan of Academia Istrapolitana in Bratislava; together with A. Wildawski I worked out the budgetary process of the newly established Republic of Slovakia

## MAIN PROFESSIONAL TASKS

<b>Dates</b>	October 2021
<b>Organization</b>	EU/Council of Europe
<b>position</b>	Project leader
<b>Remarks</b>	Training to the benefit of the supporting staff of the Parliamentary Assemblies of the Kingdom of Morocco
<b>Dates</b>	December 2020
<b>Organization</b>	Venice Commission
<b>position</b>	expert
<b>Remarks</b>	Training on performance management and management of competencies to the benefit of top officials of Public Administration of Tunisia
<b>Dates</b>	<b>4<sup>th</sup> of June 2020</b>
<b>Organization</b>	<b>Venice Commission</b>
<b>position</b>	<b>expert</b>
<b>Remarks</b>	<b>Report on the role of Authorities and Agencies in the EU and in Italy to the benefit of Independent Instances of Tunisia</b>
<b>Dates</b>	<b>19/05-22/05/2019</b>
<b>Organization</b>	<b>Council of Europe</b>
<b>position</b>	Project leader
<b>Remarks</b>	Workshop to the benefit of the Staff of Ukrainian Parliament on “Capacity Building Seminar On Parliamentary Oversight Of Public Policies”
<b>Dates</b>	<b>08/10/2018 - 13/10/2018</b>
<b>Organization</b>	<b>Council of Europe</b>
<b>position</b>	Project leader
<b>Remarks</b>	Organization of meetings of top Civil Servants from the Ukrainian Government with top Civil Servants of Ukrainian Government involved in center/periphery relationships
<b>Dates</b>	<b>2-3 March 1917</b>
<b>Organization</b>	<b>Council of Europe, joint program with EU</b>
<b>position</b>	Project leader
<b>Remark</b>	<b>Workshop to the benefit of the staff of the Parliament of Morocco on Le Renforcement Des Connaissances Sur Le Rôle Des Parlements Dans L'évaluation Des Politiques Publiques</b>
<b>Dates</b>	<b>August 2016</b>
<b>Organization</b>	<b>National Democratic Institute Tunis Antenna</b>
<b>position</b>	Expert consultant
<b>Remarks</b>	Evaluation of the draft code on local democracy of Tunisia
<b>Dates</b>	<b>April - September 2016</b>
<b>Organization</b>	<b>Gemeinschaft fuer Internationale Zusammenarbeit</b>
<b>position</b>	<b>expert</b>
<b>Remarks</b>	feasibility study for matching recruiting and induction training for officials of local governments of Tunisia
<b>Dates</b>	<b>From 1992</b>
<b>Organization</b>	<b>Council of Europe</b>

position	<b>expert</b>
Remarks	On behalf of the Council of Europe I revised and commented upon draft legislation on Local Government and/or Public Service of the following Council of Europe Member States: Romania, Bosnia & Herzegovina, Georgia, Serbia, Montenegro, Moldova, Kosovo, former Yugoslav Republic of Macedonia, Russian Federation, Lithuania, Latvia, Croatia
<b>Dates</b>	<b>June-July 2012</b>
<b>Organization</b>	<b>UNDP Skopje</b>
position	<b>expert</b>
Remarks	Development of a methodology to evaluate the implementation of the RM devolution policy
<b>Dates</b>	<b>2011 - 2014</b>

<b>Organization</b>	On behalf of the <b>Ministry of Interior Affairs, National School of Local Public Administrations</b> in collaboration with the <b>Centre of Expertise in Local Government Reform</b> of the <b>Council of Europe</b>
position	<b>Project manager</b>
Remarks	Comparative Monitoring of performance Management of the Municipalities of Florence, Liège, Strasbourg, Southend on the Sea
<b>Dates</b>	<b>2008 up to now</b>
<b>Organization</b>	<b>Air Force Academy of Italy</b>
position	Trainer
Remarks	<b>In charge of programs on human resources management</b>
<b>Dates</b>	<b>2009-2011</b>
<b>Organization</b>	<b>Scuola Superiore della Pubblica Amministrazione Locale (Italian School for Local Public Administration)</b>
position	Expert / consultant
Remarks	<ul style="list-style-type: none"> <li>• Redesigning the training program for Secretaries General of Italian Large Municipalities</li> <li>• Member of the group of experts in charge of redesigning the budgetary scheme of Italian municipalities</li> </ul>
<b>Dates</b>	<b>2009 up to now</b>
<b>Organization</b>	<b>University of Florence</b>
position	Support to the Director General of the Univ. of Florence
Remarks	Implementing of the so called GELMINI's University Reform
<b>Dates</b>	<b>2008-2010</b>
<b>Organizations</b>	<b>Council of Europe, UNDP, Open Society Institute</b>
position	Expert /consultant
Remarks	In collaboration with a group of experts, working out a practical methodology to implement Inter Municipal Cooperation
<b>Dates</b>	<b>2011 up to now</b>
<b>Dates</b>	<b>2008-2011</b>
<b>Organization</b>	<b>Italian National School of Public Administration, Prime Minister Office</b>
position	Expert

Remarks	In charge of the area «human capital» of the training activities for newly recruited and in service top officials of the Central State Administration of Italy with a special focus on «performance management»
<b>Dates</b>	<b>2008-2011</b>
<b>Organization</b>	<b>AERES Agence française pour l'évaluation de la recherche et des établissements scientifiques</b>
position	Expert /consultant
Remarks	Auditing of the INSTITUT D'ETUDES POLITIQUES of PARIS, of the INSTITUT D'ETUDES POLITIQUES of LILLE, of the University BORDEAUX 4, of the University TOULOUSE 3, of the Univ. LYON 2, of the University CLEROMONT FERRAND 2
<b>Dates</b>	<b>from 2007 up to now</b>
<b>Organization</b>	<b>Verwaltungshochschule, Kehl a. Rhein (D)</b>
position	Visiting professor
Remarks	Lecturer on the UE decision making processes
<b>Dates</b>	<b>July November 2007</b>
<b>Organization</b>	<b>European Commission</b>
Position	Guest professor University of Xiamen (Fujan Province) & University of Shandong (Jinan – Shandong Province))

Remarks	Lectures to managing public officers of these Provinces on “EU Decision Making Processes”
<b>Dates</b>	<b>2002-2004</b>
<b>Organization</b>	<b>Italian National School of Public Administration</b>
position	Full professor (on secondment from the Univ. of Florence)
remark	Member of the group of experts from all public administration institutes of higher education in Italy to develop a credit system in line with the European Qualification Framework
<b>Dates</b>	<b>2003 2004 2006 2007, 2008, 2009, 2010, 2011</b>
<b>Organization</b>	<b>Università della Svizzera Italiana Lugano / Italian Speaking Swiss University</b>
Position	Professor, Human Resources Management
Remarks	Training for Managers of Educational Institutions
<b>Dates</b>	<b>Summer 2006</b>
<b>Organization</b>	<b>World Bank</b>
position	expert
Remarks	Development of a Public Administration Reform Strategy for Kosovo in view of the coming autonomy
<b>Dates</b>	<b>2004-11</b>
<b>Organization</b>	<b>Council of Europe</b>
position	Expert
Remarks	Support for developing decentralization policies in Serbia and Montenegro; more specifically has drafted the statute of Montenegro on territorial reform and the strategy for the transfer of property rights from the Central State to local governments of Serbia; Support to the Parliament of Serbia by drafting the legislation on Public Property

<b>Dates</b>	<b>September 2003- November 2003</b>
<b>Organization</b>	<b>Council of Europe</b>
position	consultant
Remarks	Review of the training activities of the Council of Europe
<b>Dates</b>	<b>November 2002-May 2003</b>
<b>Organization</b>	<b>Council of Europe – European Youth Foundation</b>
position	External expert
Remarks	Evaluation of the Impact of the Activities of the European Youth Foundation
<b>Dates</b>	<b>Second semester 2002</b>
<b>Organization</b>	<b>Italian School of Public Administration</b>
position	Special mission
Remarks	Responsible for the selection and training of the task force in charge of the Italian semester (in 2003) of UE presidency; consequently member of the expert's group who drafted Italian statute law n°11/2005
<b>Dates</b>	<b>2000-2002</b>
<b>Organization</b>	<b>Istituto degli Innocenti Florence</b>
position	Scientific adviser
Remarks	Implementation of Managerial Control in this historical institution
<b>Dates</b>	<b>2000-2002</b>
<b>Organization</b>	<b>Canton of Tessin Switzerland</b>
Position	Consultant within the major project "Administration 2000" in the area of "restructuring the welfare state"
<b>Dates</b>	<b>2000-2002</b>
<b>Organization</b>	<b>Canton of Tessin Switzerland</b>

Position	Consultant to the Department of Economics and Labour Matters: reengineering the Section for Labour Matters
<b>Dates</b>	<b>1998-2002</b>
<b>Organization</b>	<b>Canton of Tessin Switzerland</b>
Position	Training on Performance Indicators
Remarks	To implement the reporting system of the Canton
<b>Dates</b>	<b>2001</b>
<b>Organization</b>	<b>Formez, Italian Ministry for the Public Function</b>
Position	<b>Expert</b>
Note	I drafted the project for the twining Public Administration for ROMANIA; the twining was granted, on the basis of my project, to the Formez and to ENA
<b>Dates</b>	<b>1999-2000</b>
<b>Organization</b>	<b>United Nations Development Program</b>
Position	Expert
Note	<i>Functional Review</i> of the Slovak Administration
<b>Dates</b>	<b>June 1999</b>
<b>Organization</b>	<b>UN GENERAL SECRETARIAT</b>
Position	Public Administration Expert in Kosovo

Remarks	Soon after KFOR arrival in Kosovo, I worked out an emergency action plan to reactivate local government basic services
<b>Dates</b>	<b>July August 1999</b>
<b>Organization</b>	<b>OSCE</b>
Position	Expert in Public Administration in Kosovo
Remarks	Following up the activity of the previous month I worked out a general plan to revitalize local government
<b>Dates</b>	<b>September November 1999</b>
<b>Organization</b>	<b>EUROPEAN UNION-TAFKO</b>
Position	Public Administration Expert in Kosovo
Remarks	I worked out the job description of international officers that were supposed to manage municipalities in the transition phase
<b>Date</b>	<b>1999-1998</b>
<b>Organization</b>	<b>Council of Europe</b>
Position	Expert - Project Manager
Remarks	Comparative analysis of municipal property management in 28 Member States
<b>Date</b>	<b>1998</b>
<b>Organization</b>	<b>Council of Europe</b>
Position	Expert
Remarks	I drafted a report on the state of Local Democracy in the UK; following this report UK ratified the "European Charter on Local Self-Government"
<b>Date</b>	<b>1998-2005</b>
<b>Organization</b>	<b>Council of Europe</b>
Position	Public Administration Expert
Remarks	On behalf of the Council of Europe I assisted local officials in the drafting of legislation concerning Public Administration, Public Service and Local Government of the following countries: Lithuania, Croatia, Romania, Russian Federation, Georgia, Latvia, Estonia, Bosnia Herzegovina
<b>Date</b>	<b>1997</b>
<b>Organization</b>	<b>Tuscany regional administration</b>
Position	Expert
Remarks	Drafting of the job system for the Tuscany Regional Administration (with a management of competencies approach) in view of the transfer of new functions to the regional administration
<b>Dates</b>	<b>1995-96</b>
<b>Organization</b>	<b>Municipality of PRATO /ITALY</b>
Position	Consultant
Remarks	Reengineering of the administrative process concerning the authorization to build
<b>Dates</b>	<b>1994</b>
<b>Organization</b>	<b>ANCI National Association of Municipalities of Italy</b>
Position	Public Administration Expert
Remarks	Development of a methodology to estimate workload
<b>Dates</b>	<b>1993-94</b>

<b>Organization</b>	<b>Consortium DELOC (CNFPT, Verwaltungsfachhochschule Kehl, Strathclyde Univ.)– Assignment on behalf of the European Commission</b>
Position	<b>Expert in Local Public Management</b>
Remarks	Supporting of officials of the newly created local governments in Romania to implement decentralization
<b>Dates</b>	<b>1993-94</b>
<b>Organization</b>	<b>Council of Europe</b>
Position	Expert
Remarks	Member of the group of Experts on Subsidiarity
<b>Dates</b>	<b>1981-1989</b>
<b>Organization</b>	<b>ELEA- OLIVETTI training school</b>
Position	Trainer in Public Administration and System Analysis
remarks	Training for system analysts on public administration topics

## MAIN PUBLICATIONS

### BOOKS

- Together with W. ANELLO (eds.), *Cosa si può imparare dagli altri: peers' review of performance management at local level in Italy, France, UK, Belgium, Germany*, in print, Franco Angeli, Milano, with the support of Council of Europe, 2021
- (editor), *L'organizzazione dei servizi sociali [organization of social work services]*, Milano, FrancoAngeli, 2017
- *Valutazione e Controllo [Evaluation and Supervision] (editor)*, Milano, Franco Angeli, 2014
- *I comuni e le Istituzioni Europee [Municipalities and EU]*, Roma, Donzelli, 2011
- *La formazione della dirigenza locale in Europa [Training on local public managers in Europe] (a cura di)*, Roma, Donzelli 2010
- *I meccanismi incentivanti la produttività ed i nuovi contratti collettivi del pubblico impiego, [PRP in Local Civil Service]* Rimini, Maggioli, 1996,
- *Le due sfide degli enti locali: Sussidiarietà e managerialità [Subsidiarity and managerial capacity building]*, Milano, Angeli, 1997
- *Management of Municipal real estate Property*, Council of Europe Publications, Strasbourg, 2000
- *Services de proximité dans les zones urbaines défavorisées et dans les zones à faibles densité de population*, Council of Europe Publications, Strasbourg, 2002
- *Organizzazione e management dell'ente locale [Organization and Management of Local Governments]*, Milano, Angeli, 2003
- *The European Charter of Local Self- Government and the Principle of Subsidiarity: a new philosophy in the relationship between state and local authorities - Introductory Report*, Council of Europe Publishing House, studies and texts no. 50, 1996.
- each year since 1993 writes the section «organizzazione e management» in the *Guida degli Enti Locali*, ed. Fiorenzo NARDUCCI for ANCI:
- *Le burocrazie nella costruzione dell'Europa [Bureaucracies in Europe's Building]*, Milano, Angeli, 1994
- *Piccole imprese e aree sistema: un'analisi organizzativa. 60 Casi del comprensorio fiorentino e del distretto pratese, [Small enterprises and Marshall's districts: an organizational analysis. 60 Case Histories from the district of Florence and the one of Prato]*, Milano, Angeli, 1992



- In collaboration with Alain DELCAMP *et al.*, *Definition and Limits of the Principle of Subsidiarity*, Strasbourg, Council of Europe Publications, 1992
- *Etat fonctionnel et décentralisation: leçons à tirer de l'expérience italienne*, [Functional State and Decentralization: what can be learned from the Italian experience], Bruxelles, Story, 1987;
- *Tendenze Evolutive nell'organizzazione del lavoro italiana e ruolo del Management intermedio* [Recent Trends in the Italian Work Organization and Middle Management], Milano, 1986
- *Governo locale e analisi comparata* [Local Government and Comparative Analysis], Milan 1985;
- *Studio Pilota sull'organizzazione dei servizi amministrativi dell'Ateneo Fiorentino*, [Pilot Study on the Organization of the Administration of the University of Florence], Florence, 1982
- *Il reclutamento nel Ministero di Grazia e Giustizia* [Recruiting in the Ministry of Justice], Rome 1978
- *Appunti per lo studio dell'amministrazione pubblica* [Notes on the Study of Public Administration], Florence, 1979;
- *Introduzione all'analisi delle organizzazioni* [Introduction to the Analysis of Organizations], Milan, 1979;

□

## ESSAYS

- together . E. Eisenberg, R. Herzog, “La provincia tra regione e organismi di cooperazione intercomunale; spunti di analisi comparata”, in *Nuova Antologia*, Novembre-Dicembre 2019. □ Together with Christiane Colinet and Giorgio NATALICCHI, Eurpscepticism Or Eurorealism: The Eu And The “More Or Less Or No Europe” Debate in Dejan Hribar (ed.), *Joint Citizens Forces –Common European Future*, **Publisher:** Slovensko panevropsko gibanje, Ljubana, 2019, [www.panevropa.si](http://www.panevropa.si) | <http://jocicef.panevropa.si/index.php/sl/e-publication>
- «Rendre des comptes pour rendre compte : l'évolution de la comptabilité des collectivités locales en Italie», *Revue Française d'Administration Publique*, 2016, n° 160, pages 1079-1092
- « L'Italia e la UE : cosa fare per meglio rappresentare gli interessi Italiani in Europa » (with. Giorgio NATALICCHI), in *Nuova Antologia*, 2014, III
- “Entre prescription et description: le dilemme de l' «Administrative Behavior» de Simon et son impact sur l' étude des organisations (et sur celles de la *public choice*) », *Revue Française d'administration Publique*, 2009, III
- “Le Conseil de L'Europe en Transition: l'impact de techniques de gestion avancées sur une organisation de juristes”, in: *Revue Française d'administration Publique*, 2007, III
- *Le rôle de la formation professionnelle dans l'amélioration des relations entre élus et personnel administratif*, Strasbourg, Conseil de l'Europe, 1998
- “La vicenda dei carichi di lavoro: tra ritualismo burocratico e gestione per obiettivi [work load in civil service management]”, in R. Ruffini (a cura di), *I carichi di lavoro negli enti locali*, Milano, Angeli, 1995
- “Training Civil Servants in Central and Eastern European Countries: a Missed Opportunity?”, in *International Review of Administrative Sciences*, London, Sage, 1995, 1
- “La qualità nello Stato” [Quality and Public Bureaucracy], *Teorema*, 1989, 4;
- “Flessibilità dei lavoratori e flessibilità aziendale” [Flexibility of the Workforce and Flexibility of the Firm], *Sviluppo e Organizzazione*, 1986, 98;
- “I divini flagelli tra scienza e burocrazia” [Natural Disasters between Science and Bureaucracy], *Rassegna dell'Istruzione*, 1985, 3;

- “Un'università che cambia” [A University in progress], *Studi organizzativi*, 1982, 2;
- “Fonction Publique en transition: le cas italien”, *Revue internationale des sciences administratives*, 1982, 3-4;
- “Azione e decisione politica: prospettive concorrenti nell'approccio decisionale” [Political Action and Political Decisionmaking], *Rivista Italiana di Scienza Politica*, 1979, 2;
- “Le tecniche di misurazione nella ricerca empirica sulle organizzazioni” [Measurement's Techniques for Organizational Analysis], *Studi Organizzativi*, 1978, 3;
- “Un'analisi sulla natura sociale delle organizzazioni formali” [A sociological Analysis on the Nature of Formal Organizations], *Studi Organizzativi*, 1977, 3-4;
- “Ingegneria organizzativa e scienza politica” [Organizational Engineering and Political Science], *Rivista Italiana di Scienza Politica*, 1977, 2;

Massimo BALDUCCI