P3GQA | PROJECT
PROGRAMME &
PORTFOLIO
GOVERNANCE
QUALIFICATION
AUTHORITY

P3GP

PROJECT PROGRAMME PORTFOLIO

P3GP

GOVERNANCE PROFESSIONAL

P3GP

PROJECT, PROGRAMME & PORTFOLIO
GOVERNANCE PROFESSIONAL

PROJECT, PROGRAMME AND PORTFOLIO GOVERNANCE (P3G) Authors: Ross Garland and Adrian Morey

THE GO TO GUIDE FOR P3 GOVERNANCE

THE PURPOSE OF THIS GUIDE IS TO PROVIDE THE KNOWLEDGE AND UNDERSTANDING NECESSARY TO DESIGN, IMPLEMENT AND OPERATE EFFECTIVE AND EFFICIENT PROJECT GOVERNANCE ARRANGEMENTS FOR AN ORGANISATION'S PORTFOLIO AND PROGRAMMES.

This is a practitioner's guide and so takes a practical approach. The guide is principles-based thereby allowing organisations and practitioners the flexibility necessary to address their specific circumstances. The principles are grounded in logic and practice and the guide explains both how and why they are applied. They are scalable and so are applicable from the smallest to the largest initiatives. It explains the critical importance of accountability and how to ensure consistency of decision making rights between the accountable roles. In doing so it addresses the integration of governance at all levels in the organisation.

It indicates how to establish an effective governance framework for a project, programme or entire portfolio. It is applicable to all sectors including hard infrastructure, Information and Communications Technology (ICT), and business change in both the public service and the private sector. It addresses traditional delivery methods of project governance as well as approaches such as agile and hybrid.

Buy the book

Publisher:
TSO (The Stationery Office)

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Key features:

• Provides the knowledge and understanding necessary to design, implement and operate effective and efficient project, programme and portfolio governance arrangements.

• Shows how governance can be adapted to the specific organizational and project/programme circumstances.

• Applicable to all areas in both the public and private sectors.

• Explains both the "how" and the "why" about project governance.

• Grounded in logic and practice.

• Practical, pragmatic, principles-based approach.

• Addresses both traditional and agile methods.

| Extent | 164 pages | ISBN | 9780117093768 |

MEET YOUR INSTRUCTOR

Ross Garland, P3 Governanace Expert

Ross is the president of the Project, Programme & Portfolio Governance Qualification Authority. He is an expert in P3 governance and assurance. He is a published author on P3 governance and has written white papers for the UK Cabinet Office Best Management Practice website.

He was an offcial reviewer of the OGC's Management of Portfolios guidance. He regularly presents at conferences and has been a guest lecturer for tertiary education bodies.

As a consultant, Ross develops, implements and builds capability in P3 governance frameworks that provide senior executives the visibility, control and confidence they require to ensure value for money.

He designs and implements enterprise governance frameworks for organisations, ensuring logical and integrated decision rights and accountabilities.

He has extensive experience in P3 assurance which provides senior executives with decision making confidence. Ross is an expert in the Gate Review Process, having implemented it in two jurisdictions, advised others and led, or been a member of, many Gate Review teams.

Ross works with best practice methodologies such as PRINCE2, MSP, MoP and P3O as well as the PMI's PMBoK. He operates at both strategic and tactical levels within organisations and has over 30 years experience covering Australia, the UK, the Middle East, Eastern Europe and the USA.

ROSS GARLAND
President, P3GQA

P3GP® SYLLABUS

Introduction and Purpose

The Project, Programme and Portfolio Governance Professional (P3GP®) certification & course provides the knowledge and understanding necessary to design, implement and operate effective and efficient governance arrangements for a project or programme, or your organization's entire change portfolio. It is based upon the book "Project Programme and Portfolio Governance – P3G" published by the TSO.

It is applicable to projects, programmes and portfolios in all sectors including hard infrastructure, Information and Communications Technology (ICT), and business change in both the private and public sectors. The course mirrors the book in being practical, pragmatic and adaptable to all P3 scenarios.

The purpose of this syllabus is to provide a basis for accreditation of those seeking to acquire the theoretical foundations and practical skills of P3G. It documents the course content and describes the requirements a candidate is expected to fulfil to achieve the qualification.

> The target audience for this document is aspiring P3GP candidates and Authorised Training Partners/ Authorised Training Organisations.

> This syllabus informs the design of the exam and provides the target audience with a breakdown of what the exam will assess.

P3GP® Certification

The P3GQA® certification offered is P3GP® (Project, Programme & Portfolio Governance Professional). A successful candidate may use the post nominal P3GP®.

Purpose of the P3GP® Certification

The purpose of the P3GP® certification is to confirm that a candidate has sufficient knowledge and understanding of the P3G course work to design, implement and operate effective and efficient governance arrangements for a project or programme, or an entire change portfolio.

High Level Performance Definition of a Successful P3GP® Candidate

The candidate should understand the theory and key principles of P3G and how the theory and principles should be applied in practice. Specifically, the candidate should understand:

- The reasons for the different treatment of Change and Business as Usual governance structures in an organisation.
- The importance and treatment of accountability and empowerment within P3G.
- The accountabilities and major responsibilities of key governance roles.
- How to effectively separate project decision making and stakeholder management for a project or programme and why it should be done.
- How governance facilitates the alignment of investments with strategic objectives.
- The importance of the business case from a P3G perspective.
- How portfolio governance should drive investment outcomes.
- How to ensure the decision rights of various committees and decision makers are consistent and logical.
- The information requirements that support evidence-based decision making.

This is to confirm that

Future Candidate

Has successfully passed the P3GP® Exam provided by P3GQA, and is therefore awarded the

PROJECT, PROGRAMME & PORTFOLIO GOVERNANCE PROFESSIONAL
CERTIFICATE

| Certificate No. | Effective From | Expiry Date |
| DEB01230000110 | 10.01.2023 | N/A |

ROSS GARLAND
President, P3GQA

ALBERTO OSMAN
Director, P3GQA

P3GQA

Target Audience

This course will benefit the following:

Members of main boards and their sub-committees, company secretaries, and others who are responsible for governance across an organization

Executive management team members, because they are invariably called upon to participate in P3G-related governance groups and undertake key P3G roles

Assurance professionals and capability assessors, so that they can identify both effective and deficient governance arrangements and practices, thereby providing confidence to stakeholders

Project, programme and portfolio managers who rely on effective governance to be successful in their roles

Executives accountable for project and programme outcomes, including project sponsors and senior responsible owners (SROs) (and delegated project sponsors and SROs), because they need to understand their roles and accountabilities and what effective governance looks like to ensure that their projects and programmes are properly governed

Project, programme and portfolio management offices (PMOs) and their staff. They play a decision support role and so need to be aware of what constitutes effective and efficient P3G; they need to be able to identify deficiencies and/or opportunities and know how to address them. They may also be called upon to design or provide assurance of governance arrangements

Those wishing to train others in P3G (Project Programme and Portfolio Governance).

P3GP® Certification Exam

The P3GP® exam is comprised of 50 multiple choice questions covering some or all of the areas addressed by the course/the P3G Guide book.

The multiple choice questions will be worth two points each. The exam duration is 90 minutes.

The exam is online & proctored. The passing rate is 50% for regular P3GP® candidates & a minimum of 66% for Authorised Trainers.
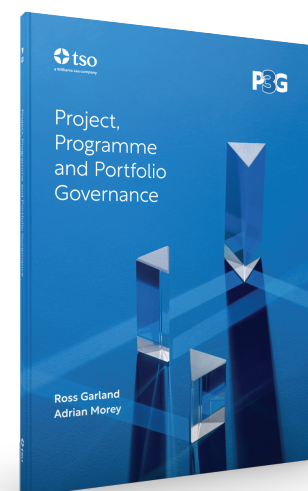
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P3GP® Course Outline
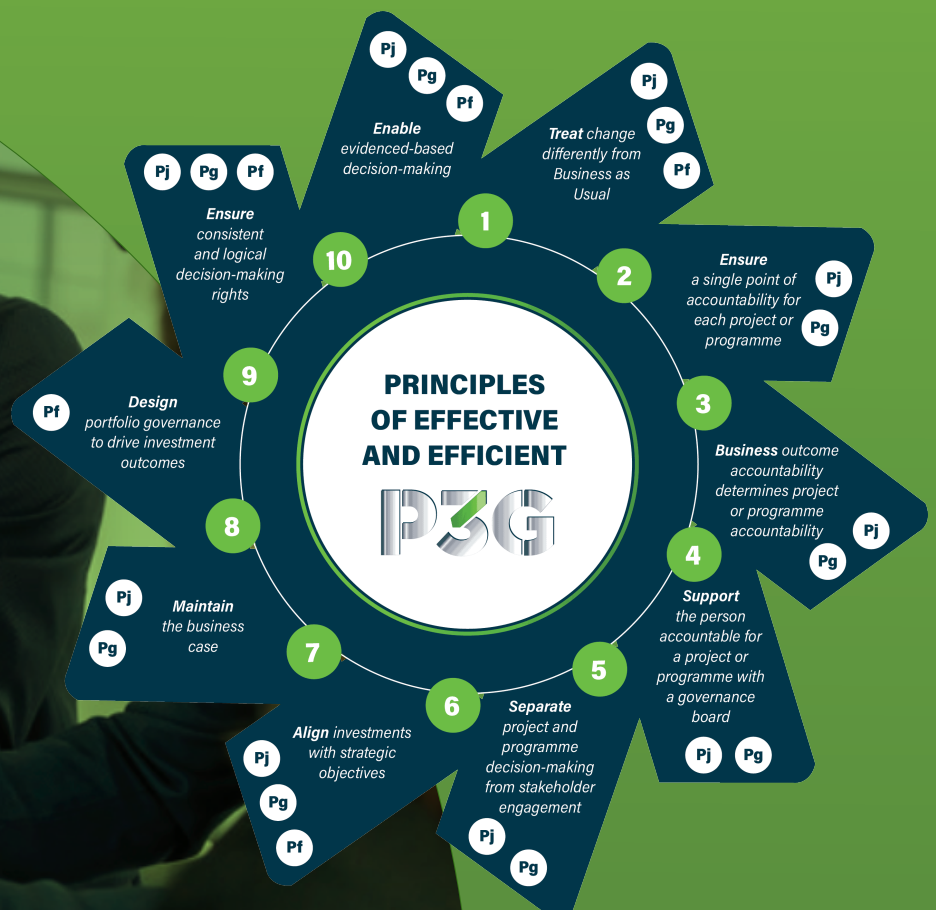
An introduction to P3G

This section of the course introduces the concept of P3G and explains its benefits. It also discusses the relationship between P3G and corporate governance. It then provides a basic understanding of projects, programmes and portfolios necessary to enable a a study of their governance and goes on to define P3G and discuss its fundamental components.

Case Studies

Multiple governance case studies will be discussed during the course.

Application of the principles: Implementation

This section of the course focuses on the implementation of the principles. It addresses scaling governance to fit the needs of projects and programmes with differing risk profiles, how to establish new or enhanced P3G arrangements, and matters to be aware of to ensure effective operation of the arrangements. It also addresses practices and behaviours that impact board performance. It deals with the implementation of P3G within agile environments and also discusses the concept of P3G maturity.

PRINCIPLES OF EFFECTIVE AND EFFICIENT P3G

1. **Enable** evidenced-based decision-making — Pj Pg Pf
2. **Treat** change differently from Business as Usual — Pj Pg Pf
3. **Ensure** a single point of accountability for each project or programme — Pj Pg
4. **Business** outcome accountability determines project or programme accountability — Pj Pg
5. **Support** the person accountable for a project or programme with a governance board — Pj Pg
6. **Separate** project and programme decision-making from stakeholder engagement — Pj Pg
7. **Align** investments with strategic objectives — Pj Pg Pf
8. **Maintain** the business case — Pj Pg
9. **Design** portfolio governance to drive investment outcomes — Pf
10. **Ensure** consistent and logical decision-making rights — Pj Pg Pf

The principles of P3G

This section of the course explains the ten principles that underpin P3G.

Principle 1:
Treat Change differently from Business as Usual

Explains the difference between the two fundamental business activities known as Business as Usual and Change, and how their governance structures must be treated differently. Investigates the purpose of the organisation structure and why it can't meet the needs of projects. Introduces a model for explaining these differences.

Principle 2:
Ensure a single point of accountability for each project or programme

Discusses accountability, why it is important and how it relates to projects and programs. It explains the consequences of not having a single point of accountability and the importance of continuity of the accountable role.

Principle 3:
Business outcome accountability determines project or programme accountability

Explains how to determine which role in the organisation should be accountable for the success of a project or programme. Discusses the importance of selecting the right person and details what is necessary to empower the accountable person. It also looks at options to address various constraints.

Principle 4:
Support the person accountable for a project or programme with a governance board

Explains the membership of project and programme boards and describes the various board roles.

Principle 5:
Separate project and programme decision-making from stakeholder engagement

Describes the importance of separating project and programme decision making from stakeholder engagement to ensure effective decision making. Explains the difference between decision-makers, decision influencers and non-core stakeholders and how to treat, from a governance perspective, these diffent classes of stakeholder. Explains how to ensure all stakeholders remain engaged.

Align investments with strategic objectives

Explains the importance of aligning investments with the organisation's strategic objectives, how this is achieved and the roles of the various accountable persons in ensuring that alignment.

Principle 6:

Maintain the business case

Discusses the two major functions of the business case, its importance and why it is necessary to maintain it throughout the life of the project. Addresses the business case as it relates to agile delivery.

Principle 7:

Design portfolio governance to drive investment outcomes

Discusses the different models for portfolio governance committees, factors that influence choosing a model and the resultant accountabilities. It also discusses portfolio policy and standards that should be established. Investment gating processes are discussed, including how they may be configured for agile delivery arrangements.

Principle 8:

Ensure consistent and logical decision-making rights

Explains how to ensure decision making clarity on a project. Explains the logic that determines which decision makers or committees make what decisions. Explains the importance of materiality and tolerances.

Principle 9:

Enable evidenced-based decision-making

Describes the evidence base that supports decision makers and the design considerations that assists them in reaching decisions. It also addresses the role assurance plays in evidenced-based decision-making.

Principle 10:

2024 P3GP® Course Schedule

P3GQA® offeres live virtual courses that prepare candidates for the P3GP® (Project, Programme & Portfolio Governance Professional) Exam. You can enroll in any of the below courses as well as explore courses scheduled by our ATOs (Authorised Training Organisations). For more details visit our website:

https://www.p3gqa.com/events-calendar/

UPCOMING EVENTS

P3GP® Certification Pathway

Ways to achieve the P3GP® Certification

Self Study

Candidates can self-study for the P3GP Exam. They can purchase the P3G Guide and access a sample exam provided by P3GQA.

## Attend an Exam Preparation Course

Candidates who want to gain confidence in passing the exam whilst benefitting from in-depth insights into the P3G Guide can attend a P3GP Exam Preparation Course trough our ATOs ATPs or P3GQA directly.

P3GP® COURSE TIMING

*Course timings/sessions can vary based on group discussions and engagement in case studies

	Active Time		Recap Time
	Break Time		Exam Time

All course timings are GMT
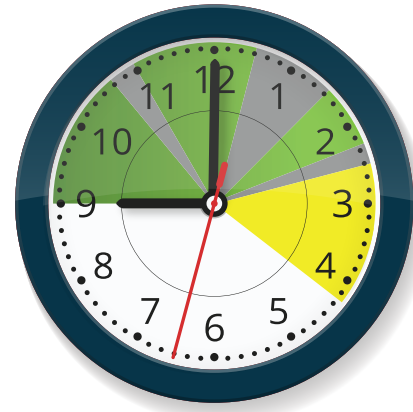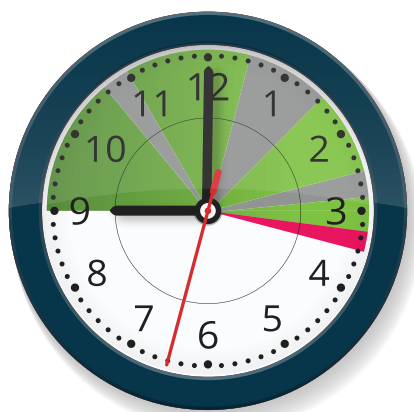
DAY 1 Timings

9.00 – 9.15
Welcome & Technology Check

9.15 – 10.45
Session 1

10.45 – 11.00
Break

11.00 – 12.30
Session 2

12.30 – 13.30
Lunch

13.30 – 14.30
Session 3

2.30 – 1.30
Break

13.30 – 14.30
Session 3 Continued

15:15 – 15:30
Recap and close

DAY 2 Timings

9.00 – 9.15
Welcome & Summary of Day 1

9.15 – 10.45
Session 1

10.45 – 11.00
Break

11.00 – 12.30
Session 2

12.30 – 13.30
Lunch

13.30 – 14.30
Session 3

2.30 – 1.30
Break

13.30 – 14.30
Session 3 Continued

15:15 – 15:30
Recap and close

DAY 3 Timings

9.00 – 9.15
Welcome & Summary of Day 2

9.15 – 10.45
Session 1

10.45 – 11.00
Break

11.00 – 12.30
Session 2

12.30 – 13.30
Lunch

13.30 – 14.15
Session 3 / Recap and close + Case Study Discussion if time allows

14:15 – 14:30
Break

14:45 – 16:15
Exam – Group Live / Proctored (Optional)

Section	Session	Section	Session	Section	Session
Welcome and house keeping	1.1	P5 Separate decision making and stakeholder management	1.3	Summary	2.2
Introduction	1.1			4.1 Scalability	2.2
Defintion	1.1	P6 Align with Strategic Objectives	1.3	4.2 Establishing new or enhanced	2.3
P1 BaU v Change	1.1	P7 Maintain the business case	1.3	4.3 Effective operation	2.3
P2 single point of accountability	1.2	P8 Design portfolio governance	2.1	P3G implementation and agile	3.1
P3 Determining accountability	1.2	P9 Decision rights	2.1	P3G maturity	3.1
P4 Support with Board	1.2	P10 Evidenced based decision	2.2		

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P3GQA | PROJECT PROGRAMME & PORTFOLIO GOVERNANCE QUALIFICATION AUTHORITY

Email: info@p3gqa.com
Tel: +44 20 8123 5088
Company Number: 13351575
Postal Address: 128 City Road, London, Ec1v 2nx

p3gqa.com