PROJECT
PROGRAMME &
PORTFOLIO
GOVERNANCE
QUALIFICATION
AUTHORITY

P3GP ® Syllabus

1. Introduction and purpose

The Project, Programme and Portfolio Governance Practitioner (P3GP®) certification provides the theory, principles and practical advice on how to review, design, implement and maintain decision making frameworks that enable optimisation of an organisation's investment in change – where change is the projects or programmes that comprise its portfolio.

It explains how to establish an effective governance framework for a project or a program. It also explains how to identify governance issues in a project, programme or organisation and how to assess existing P3G frameworks. It also addresses portfolio governance and the integration of governance at all levels in the organisation. It is applicable to projects and programmes in all sectors including hard infrastructure, Information and Communications Technology (ICT), and business change in both the public service and the private sector.

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 in order to achieve the qualification.

The target audience for this document is P3GP® students and P3GQA® Authorised Partners.

This syllabus informs the design of the exams and provides accredited training organizations with a breakdown of what the exams will assess.

2. Practitioner Qualification

The P3GQA® qualification offered is P3GP® (P3 Governance Practitioner). A successful candidate may use the post nominal P3GP.

2.1 Purpose of the Practitioner Qualification

The purpose of the P3GP® qualification is to confirm that a candidate has sufficient knowledge and understanding of the P3GP® course work to effectively review, design, implement and maintain an enterprise P3G framework, or the governance framework of an individual project or programme.

2.2 Target Audience

This course will benefit the following:

- PMO and P3O practitioners, including portfolio, programme and project office staff;
- Members of Executive Management Teams;

- Executives accountable for project and programme outcomes, including Project Owners/Executives and SROs;
- Portfolio Management Executives and Officers;
- Project and Program Managers.

2.3   High Level Performance Definition of a Successful Practitioner 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;
- The importance of the Business Case from a P3G perspective;
- How to ensure the decision rights of various committees and decision makers are consistent and logical;
- The main components of an investment gating process and how it operates;
- The ways in which a governance framework can be scaled to meet the needs of projects and programmes of varying risk profile.

3.   P3GP® Course Outline

A Principles

This section of the course provides the theory that underpins P3G and derives the key principles that form the foundation for effective P3G governance frameworks.

Defining P3G

Defines P3G and discusses its fundamental components.

The importance of P3G

Explains why project, programme and portfolio governance is so important including:

- The **importance** of governance to project success;
- What **research** says about the importance of P3G;
- Why it is so important to **senior management.**

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Principle: Treat Change differently to 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: Ensure a single point of accountability for the success of the 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: Business outcome ownership determines project ownership

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.

Principle: Empower the accountable person

This is about making sure the accountable person has the authority to ensure the decisions they make are acted upon. Discusses what it takes to empower the accountable person.

Principle: Separate project decision making and stakeholder management

Describes the importance of separating project decision making from stakeholder management to ensure effective decision making. Explains how to ensure all stakeholders remain enfranchised.

Principle: 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.

Principle: Ensure consistent and logical decision rights
Explains how to ensure decision making clarity on a project. Explains the logic that determines which decision makers or committees make what decisions.
Principle: Implement investment gating

Describes how an investment gating process provides investment decision points over the lifecycle of the project investment. It addresses the fundamental difference between P3 assurance and P3 governance and explains the concept of decision making versus decision support.

Principle: Scale governance to fit the need

Describes how to scale governance arrangements to suit projects of all sizes, complexity and risk profiles.

Principle: Document the governance framework

Explains the importance of documenting governance arrangements.

B Practices
This section of the course focuses on the practical application of the principles.

Implement in partnership

Offers approaches to implementing P3G whilst overcoming objections. Identifies the benefits of effective P3G and indicates ways to gain support across the organisation. Identifies possible challenges to implementation.

Operate for success

Describes success factors for the key governance roles (Project Owner and SRO, Project/Programme Board members, Project Director, Project Manager) that help maximise their governance effectiveness.

Review to improve

Offers guidance on a broad range of issues that may arise from a review of a governance framework. It indicates the symptoms that may help in identifying those issues and shows how the issues can be traced back to non-adherence to the Principles.

C Case Study

A governance case study will be presented and student breakout groups will present on their findings.

4. **Course assessment**

The P3GP® course assessment will consist of a single exam of 90 minutes duration. The exam format will comprise 50 multiple choice questions covering some or all of the areas addressed by the course as well as a case study requiring essay type responses. The multiple choice questions will be worth one point each. The essay question will be worth 25 points. The passing rate is 45 points.