

PROJECT, PROGRAMME AND PORTFOLIO GOVERNANCE (P3G)



GENTEX[®]
TRAINING CENTER



Introduction

Project, Programme and Portfolio Governance (P3G) Training Course equips professionals with the structures, decision rights, and assurance mechanisms that keep major investments on track. Organisations that invest heavily in change often fail not because of poor technical delivery, but because accountability is unclear and decision-making is slow. This programme addresses that gap directly. It explores how governing bodies, sponsors, and delivery teams work together across the three governance layers. Furthermore, it connects governance theory to practical instruments such as stage gates, assurance reviews, and benefits registers. Participants learn to design governance that enables delivery instead of obstructing it, and to apply recognised standards with confidence in complex, multi-project environments.

Project, Programme and Portfolio Governance (P3G) Course Objectives

- Distinguish the roles, accountabilities, and decision rights of project, programme, and portfolio governance layers.
- Design an effective governance board structure with clear terms of reference and escalation routes.
- Apply stage gate and gateway review processes to control investment at key decision points.
- Build and maintain assurance frameworks aligned with P3O, MSP, and MoP guidance.
- Establish a portfolio prioritisation model that links projects to strategic objectives.
- Define meaningful performance metrics and reporting dashboards for governing bodies.
- Integrate risk appetite statements and tolerance thresholds into governance decision-making.
- Conduct benefits realisation reviews that confirm value delivery after closure.
- Strengthen sponsor capability and clarify the sponsor's accountability for outcomes.



- Embed governance maturity assessment and continuous improvement into organisational practice.

Course Methodology

This course blends short expert-led presentations with facilitated discussion, group exercises, and case-based simulation. Participants work through a realistic multi-project portfolio scenario, drafting governance terms of reference, running a mock gateway review, and preparing board-level reporting. In addition, structured self-assessment tools and peer feedback help each participant map the techniques onto their own organisation. Practical templates support immediate workplace application.

Who Should Take This Course

- Portfolio, programme, and project managers and directors.
- PMO leads, analysts, and assurance officers.
- Governance board members, sponsors, and senior responsible owners.
- Executives overseeing capital investment and strategic change.
- Risk, audit, and compliance professionals supporting delivery assurance.

Project, Programme and Portfolio Governance (P3G) Course Outlines

Day 1: Governance Foundations and the Three Layers

- Defining governance, accountability, and decision rights.
- The project, programme, and portfolio relationship.
- Governance principles and their organisational drivers.
- Roles of the sponsor, senior responsible owner, and board.

LEARN BOLD. LEAD BEYOND

GENTEX Training Center LLC | Orlando - FL, USA
Info@gentextraining.com



- Distinguishing governance from management and delivery.
- Governance failure patterns and their root causes.
- Introduction to P3O, MSP, and MoP frameworks.

Day 2: Designing Governance Structures

- Governance board composition and operating models.
- Writing effective terms of reference and delegations.
- Escalation routes, tolerance thresholds, and exception reporting.
- Decision-making cadence and meeting discipline.
- Interface between governance and the PMO.
- Governance design for agile and hybrid delivery.
- Workshop: drafting a governance charter.

Day 3: Assurance, Stage Gates, and Gateway Reviews

- Assurance concepts, independence, and proportionality.
- Gateway review points across the delivery lifecycle.
- Planning and scoping an assurance review.
- Evidence gathering, interviews, and findings.
- Risk registers, risk appetite, and escalation criteria.
- Corrective action planning after review.
- Simulation: conducting a gateway review.

Day 4: Portfolio Governance and Strategic Alignment

- Portfolio definition, delivery, and value cycles.
- Prioritisation models and scoring criteria.



LEARN BOLD. LEAD BEYOND

GENTEX Training Center LLC | Orlando - FL, USA
Info@gentextraining.com



- Balancing risk, capacity, and strategic fit.
- Resource allocation and dependency management.
- Benefits registers and realisation planning.
- Board-level dashboard and reporting design.
- Case exercise: rebalancing a portfolio.

Day 5: Maturity, Assurance Culture, and Improvement

- Governance maturity models and self-assessment.
- Sponsor capability development and coaching.
- Embedding an assurance and challenge culture.
- Ethics, transparency, and conflict-of-interest management.
- Governance competence and training pathways.
- Measuring governance effectiveness over time.
- Action planning for organisational application.

Conclusion

By successfully completing the Project, Programme and Portfolio Governance (P3G) Training Course, participants will have acquired the knowledge to design accountable governance structures, run stage gate and gateway assurance, and align portfolios with strategic priorities. They will understand how tolerance thresholds, benefits registers, and maturity assessments improve decision quality at board level. As a result, they can strengthen assurance culture within their own organisations. Gentex Training Center delivers this programme with practical tools that participants apply immediately in their workplace.





FAQs

Q1 What is the "Project, Programme and Portfolio Governance (P3G)" course about?

It explains how organisations govern investments across three connected layers: projects, programmes, and portfolios. The course covers decision rights, board structures, stage gates, assurance reviews, and benefits realisation, so participants can connect governance design to real delivery outcomes.

Q2 What are the key benefits of the "Project, Programme and Portfolio Governance (P3G)" course?

Participants gain faster, clearer decision-making across investment committees and improved accountability between sponsors, boards, and delivery teams. The course also reduces delivery risk through structured assurance, strengthens strategic alignment in portfolio prioritisation, and provides templates that organisations can adopt immediately.

Q3 What skills will I gain from the "Project, Programme and Portfolio Governance (P3G)" course?

Participants develop governance design and board structuring, stage gate and gateway assurance management, portfolio prioritisation and strategic alignment, and governance maturity assessment. These four skills form the core capability set the course builds and reinforces through exercises.



Q4 What tools, methods, or standards are covered in the "Project, Programme and Portfolio Governance (P3G)" course?

The course covers P3O, MSP, and MoP guidance, stage gate and gateway review methods, governance charters and terms of reference, risk appetite and tolerance frameworks, benefits registers, portfolio prioritisation scoring models, RACI matrices, and board-level dashboard design. It also introduces governance maturity models for self-assessment.

Q5 How is the "Project, Programme and Portfolio Governance (P3G)" course applied in real-world practice?

Professionals apply it by establishing governance boards with clear mandates, scheduling gateway reviews at key investment points, and rebalancing portfolios against strategic priorities. They also use tolerance thresholds to trigger escalation, and benefits registers to verify that delivered change returns the intended value.