

Training Agenda

Topic
PgMP® Certification overview 2025 / 2026
Application process overview
Strategic Alignment
Benefits Management
Stakeholder Engagement
Governance
Life Cycle Management
Program Management Activities



Governance Framework

A comprehensive guide to program governance practices, roles, and implementation strategies that enable organizational success through structured oversight and decision-making processes.

What is a Governance Framework?

A governing body provides governance - supporting functions and processes to programs, including governance policies, oversight, control, integration, and integration, and decision-making functions and processes.

Governance Policies

Structured guidelines that direct program operations

Oversight & Control

Monitoring and managing program performance

Integration

Aligning components with organizational strategy

Decision-Making

Structured processes for critical program choices

Core Capabilities of Governance Framework

The Governance Framework performance domain enables organizations to achieve strategic alignment and operational excellence through three fundamental capabilities.



Clarify Organizational Vision

Establish clear direction and purpose that guides all program activities and decisions



Facilitate Strategic Alignment

Ensure programs directly support and advance organizational strategic objectives



Balance Demands & Capabilities

Periodically assess and align program requirements with current organizational resources



Governance Framework Practices

Ten essential practices that form the foundation of effective program governance, from initial planning through final closure.

The Ten Essential Governance Practices

01

Program Governance Plan

Establish comprehensive governance framework

02

Vision and Goals Alignment

Connect program objectives to organizational strategy

03

Program Approval & Definition

Secure authorization and resource commitment commitment

04

Monitoring & Controlling

Track performance and manage deviations

05

Risk and Issue Governance

Manage escalation and resolution processes

Remaining Governance Practices

01

Program Quality Governance

Ensure standards and measurement compliance compliance

02

Program Change Governance

Manage approval processes for modifications

03

Framework Reviews

Conduct phase gates and health checks

04

Component Initiation & Transition

Oversee component lifecycle management

05

Program Closure

Execute termination and knowledge transfer

Program Governance Plan

The Program Governance Plan contains the program's governance frameworks, functions, and processes. It may exist as a standalone document or as a subsection of the program management plan.

Key Components

- Governance frameworks and structures
- Functions and responsibilities
- Decision-making processes
- Escalation procedures



Governance Framework and Organizational Vision

The Governance Framework performance domain ensures that any program within its area of authority defines its vision and goals in order to support those of the organization.



Organizational Vision

High-level strategic direction and purpose

Program Vision

Aligned objectives that support organizational goals

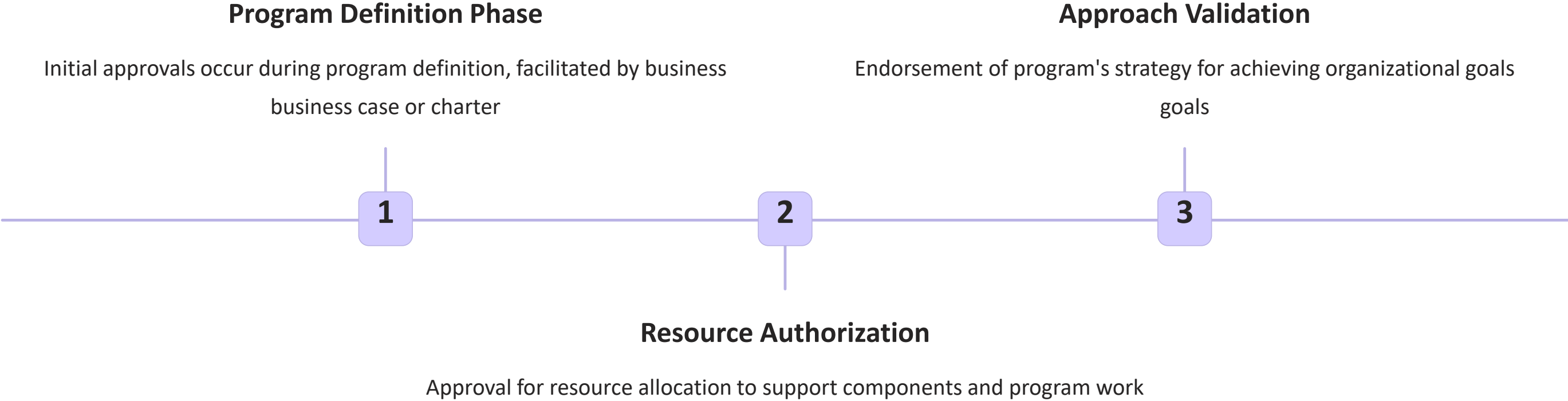
Component Goals

Specific deliverables that realize program vision



Program Approval, Endorsement, and Definition

The governance framework outlines responsibility for approving each program's approach and plan for pursuing program and organizational goals, and for authorizing the use of resources to support components and other program work.



External Funding Considerations

When program funding needs to be secured from external sources, the program steering committee is typically responsible for entering into the appropriate agreements necessary to secure it.

Funding Constraints

External funding may have constraints that limit its use due to laws, regulations, or other limitations that must be carefully managed and monitored.



*Your partnership.
Our expertise.*

Program Monitoring, Reporting, and Controlling

The governance participants are positioned to set the framework for performance management, establishing the standards and processes by which program success is measured and maintained.



Program Risk and Issue Governance

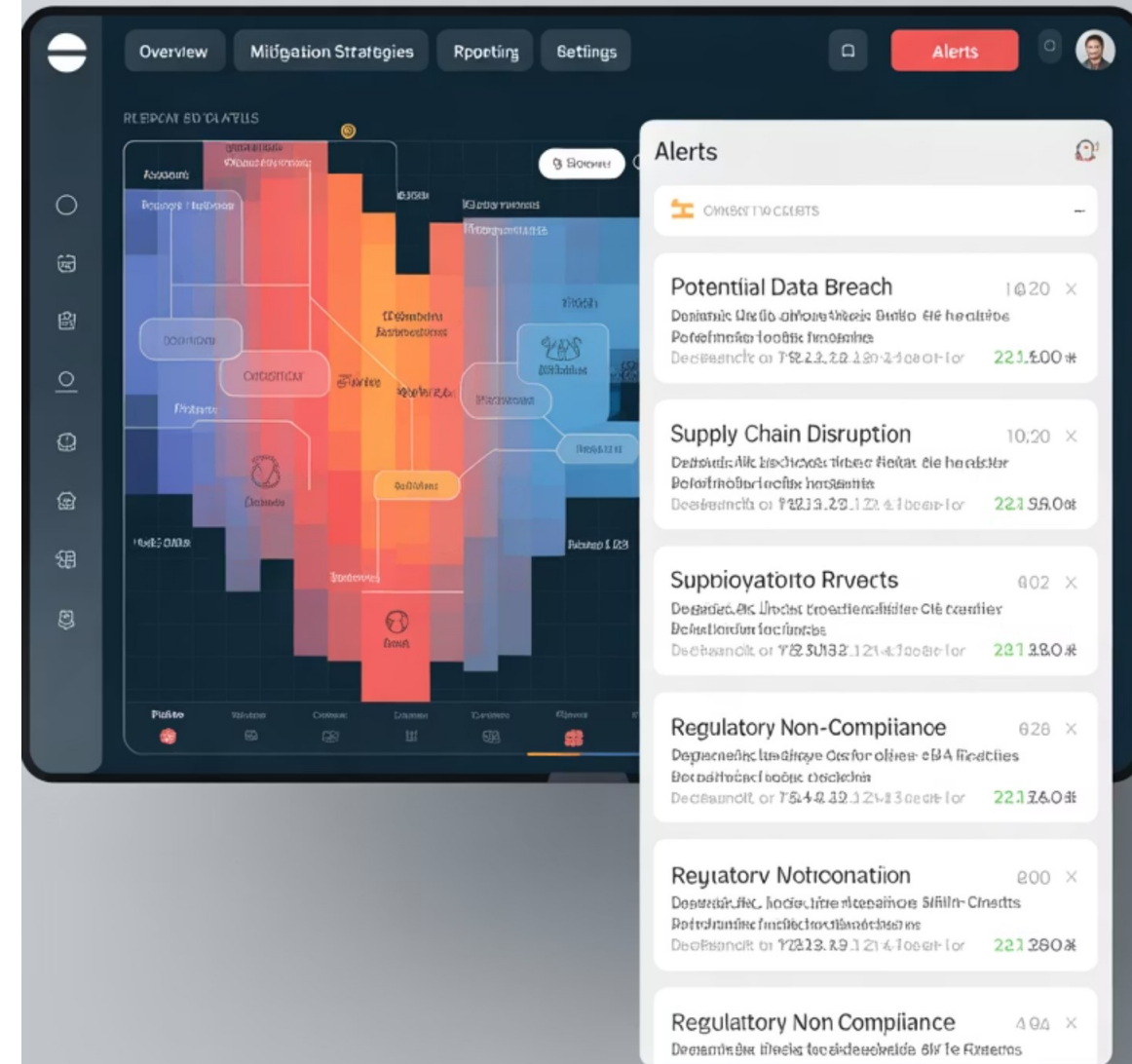
Risk and issue governance frameworks ensure that key risks and issues are escalated appropriately and addressed in a timely manner through structured escalation processes.

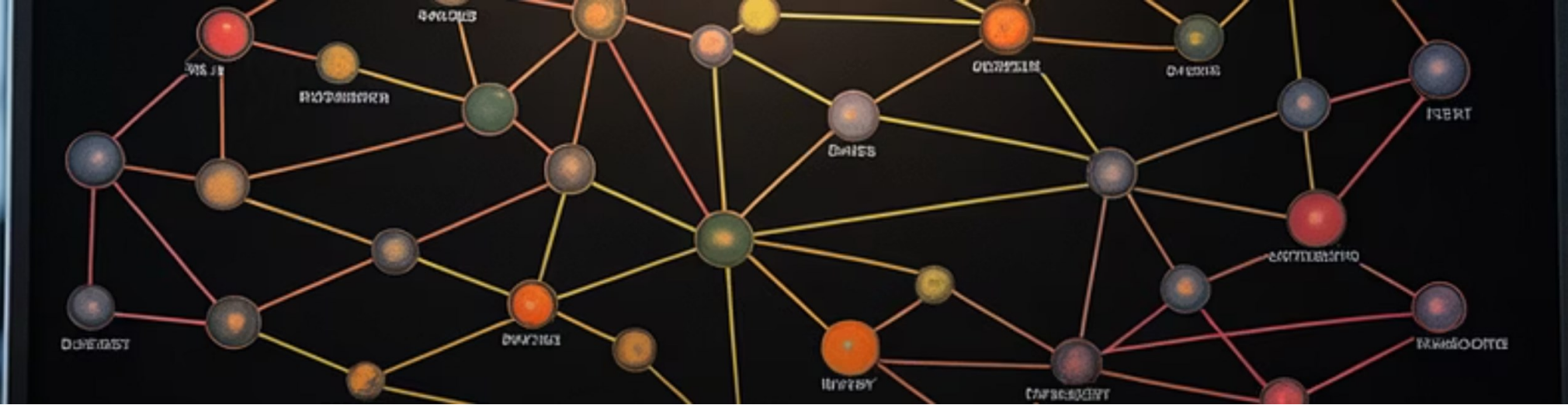
Internal Escalation

Within the program - among component teams, the program management team, and the program steering committee

External Escalation

Outside the program - among the program management team, steering committee, subject matter experts, and other stakeholders





Program Risks: Greater Than the Sum of Their Parts

Program risks can be compounded, as opposed to aggregated, by the program component teams. Essentially, program risks can be bigger than the sum of their parts.

Program Quality Governance

Quality management planning is often performed at the component level and is therefore governed at that level. The governance participants are responsible for reviewing and approving the approach to quality management.

Quality Standards

Establish standards by which quality will be measured across all program components

Documentation Requirements

Define how quality metrics will be documented and maintained throughout the program

Reporting Protocols

Specify how quality performance will be reported to governance participants

Program Change Governance

The program steering committee or appropriate body is responsible for defining the types of changes that a program manager would be independently authorized to approve, and those changes that would be significant enough to require further discussion prior to approval.

Change Authorization Boundaries

The extent to which a change can be authorized by the program steering committee is bounded by the program business case and organizational strategy.

A record of the proposed change, its rationale, and its outcome is maintained by the program team program team for audit and learning purposes.



Governance Framework Reviews

Two primary types of reviews ensure ongoing program health and strategic alignment throughout the program lifecycle.

Phase Gate Reviews

Conducted at significant program milestones to approve or disapprove progression between major segments

Health Checks

Periodic assessments of ongoing performance and progress toward benefit realization between decision points



Phase Gate Reviews in Detail

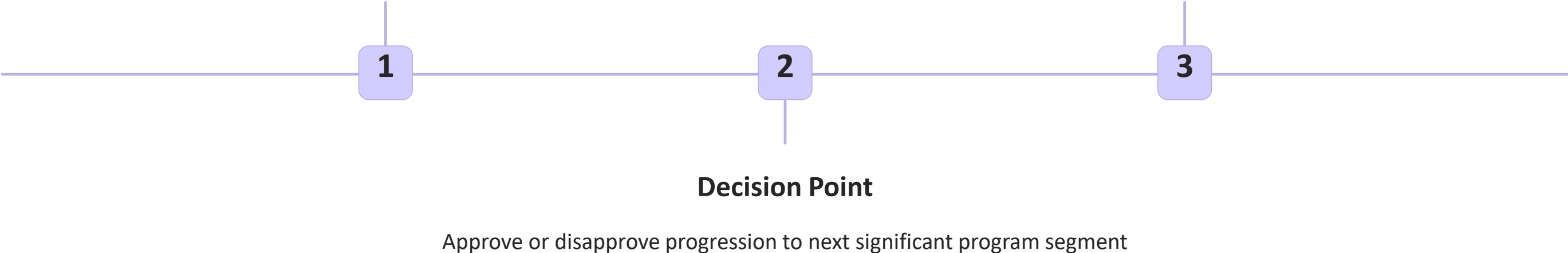
These reviews are conducted at times that coincide with the initiation or completion of significant segments of a program to enable governance to approve or disapprove the passage of a program from one significant segment to another.

Segment Completion

Review accomplishments and deliverables from completed program segment

Strategy Adaptation

Review and approve required changes and adaptive strategies



Health Checks: Continuous Monitoring

Program periodic health checks, generally held between decision point reviews, assess a program's ongoing performance and progress toward the realization and sustainment of benefits.

When Health Checks Matter Most

The importance and use of these reviews increase when there is an extended period between scheduled decision point reviews, ensuring continuous oversight.



Review Frequency and Autonomy

The frequency of program reviews and the specific requirements of those reviews may reflect the autonomy given to the program team to oversee and manage the program.

High

Autonomy

Fewer, less detailed reviews required

Medium

Autonomy

Regular scheduled reviews with moderate detail

Low

Autonomy

Frequent, comprehensive reviews required



Program Component Initiation and Transition

Program steering committee approval is required prior to the initiation of individual components of the program to the extent that the initiation requires specific organizational commitments.

Additional Governance Structures

Introduction of new structures responsible for monitoring and managing the component component

Resource Commitment

Firm commitment of organizational resources for component completion

Component Transition and Closure Requirements

Approval is generally required for transition and closure of an individual program component. The review process ensures comprehensive evaluation of component completion.



Business Case Satisfaction

Confirming that the business case has been sufficiently satisfied or that further pursuit should be discontinued



Stakeholder Communication

Ensuring appropriate program-level communications of the component's closure to key stakeholders



Quality Control Compliance

Ensuring component compliance with program-level quality control plans when required

Knowledge Transfer and Lessons Learned

Component closure includes critical knowledge management activities that benefit the overall program and organization.

Key Activities

- Assessing organizational or program-level lessons learned
- Managing knowledge transfer as a consequence of component performance
- Confirming all accepted practices for transition or closure have been satisfied



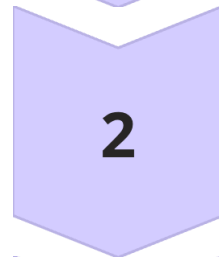
Program Closure

The program steering committee reviews and makes decisions on recommendations for the closure of programs. Programs may be terminated due to successful completion or changes in organizational strategy.



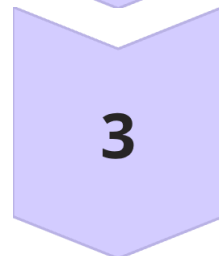
Closure Recommendation

Program steering committee reviews closure recommendations



Strategic Changes

Programs may be terminated due to diminished benefits or changing needs



Closure Procedures

Regardless of cause, proper closure procedures must be implemented



Final Report

Final program report is approved by governance participants during closure

Governance Framework Roles

Six key roles that form the foundation of effective program governance, each with distinct responsibilities and accountabilities.



The Six Essential Governance Roles



Program Sponsor

Provides resources and support, accountable for enabling success success



Program Steering Committee

Group providing guidance, endorsements, and approvals through through governance practices



Program Manager

Manages the program to ensure delivery of intended benefits



Program Management Office

Standardizes governance processes and facilitates resource sharing sharing



Project Manager

Manages delivery of project's product, service, or result



Other Stakeholders

Portfolio managers, operational managers, and product managers

Program Sponsor Responsibilities

The program sponsor serves as the primary champion and enabler of program success, with authority and accountability for strategic decisions.



Committee Leadership

Chairing the program steering committee



Funding Security

Securing funding and ensuring strategic alignment



Decision Authority

Having authority in program management decisions



Benefits Delivery

Enabling the delivery of program benefits



Obstacle Removal

Removing barriers to program success

Program Steering Committee: Comprehensive Oversight

The steering committee provides comprehensive governance support through multiple interconnected responsibilities that ensure program success.

- **Governance Support**

Providing oversight, control, integration, and decision-making functions

- **Strategic Guidance**

Providing guidance related to organizational strategy

- **Resource Provision**

Providing capable governance resources to oversee program uncertainty and complexity

- **Alignment Assurance**

Ensuring program goals align with organizational strategic and operational goals

Steering Committee: Decision-Making and Communication

The steering committee's role extends to critical decision-making, issue resolution, and stakeholder communication responsibilities.



Endorsement & Approval

Endorsing or approving program recommendations and changes



Issue Resolution

Resolving and remediating escalated program issues and risks



Benefits Oversight

Providing oversight so program benefits are planned, measured, and achieved



Communication Leadership

Defining key messages and ensuring consistent, transparent communication

Program Manager: Governance Responsibilities

The program manager serves as the central coordinator of governance activities, managing both internal program operations and external stakeholder relationships.

Framework Assessment

Assessing and sometimes establishing the governance framework, including organizational structure, policies, and procedures

Stakeholder Engagement

Managing program interactions with steering committee, sponsors, and component interdependencies

Conformance Oversight

Overseeing program conformance to governance policies and processes

Performance Monitoring

Monitoring and managing program risks, performance, synergies, and communications

Program Manager: Strategic and Operational Leadership

Program managers balance strategic oversight with operational management, ensuring both governance compliance and team development.

Strategic Responsibilities

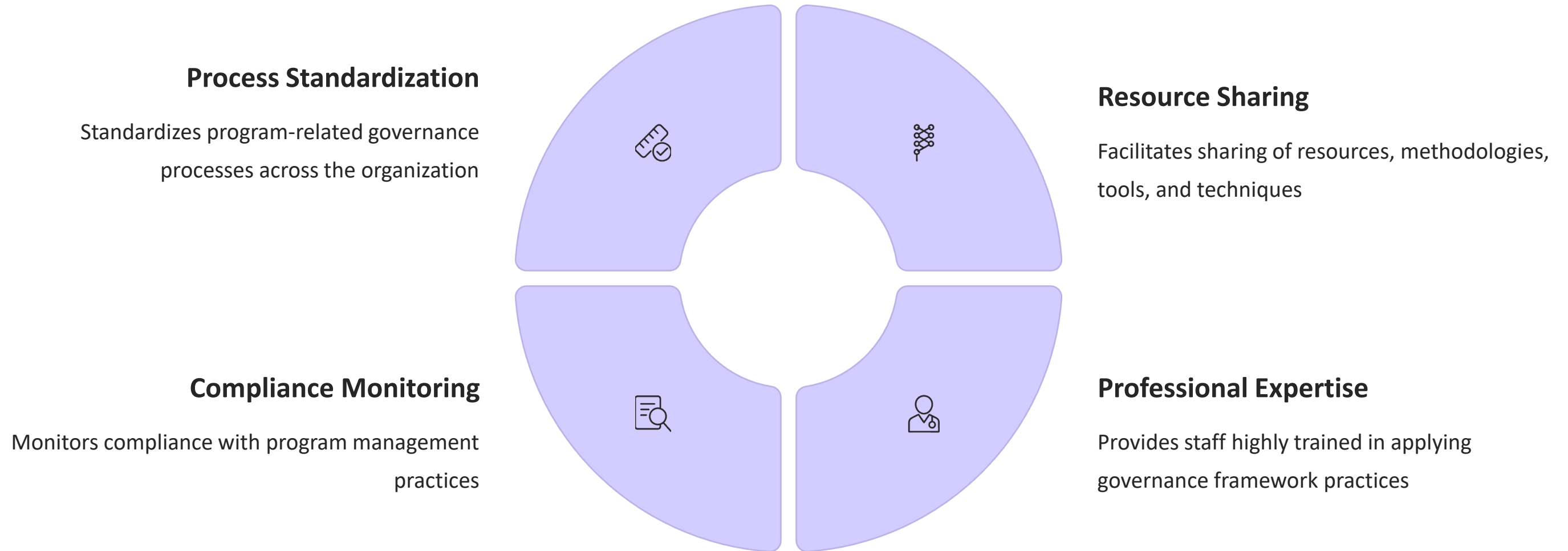
- Managing program risks and escalating critical issues
- Monitoring overall program funding and health
- Assessing outcomes and requesting strategy changes
- Creating and communicating the program management plan

Operational Leadership

- Managing and tracking benefits realization
- Coaching and mentoring project managers
- Managing component managers within the program
- Monitoring key internal and external dependencies

Program Management Office: Standardization Hub

The program management office facilitates governance practices by standardizing program-related governance processes and facilitating the sharing of resources, methodologies, tools, and techniques.



Project Manager: Governance Interface

Project managers serve as the critical interface between individual projects and the broader program governance structure, ensuring alignment and compliance at the project level.

<p>Stakeholder Interaction</p> <p>Managing project interactions with program manager, steering committee, and sponsor</p>	<p>Policy Conformance</p> <p>Overseeing project conformance to governance policies and processes</p>	<p>Performance Management</p> <p>Monitoring and managing project performance and communications</p>
<p>Risk Escalation</p> <p>Managing project risks and escalating critical issues beyond their control</p>		<p>Dependency Management</p> <p>Managing internal and external dependencies while fostering stakeholder engagement</p>

Governance Framework Design and Implementation

A governance framework should begin with the identification of governance participants and the establishment of governance practices, while ensuring compliance with all applicable laws and regulations.



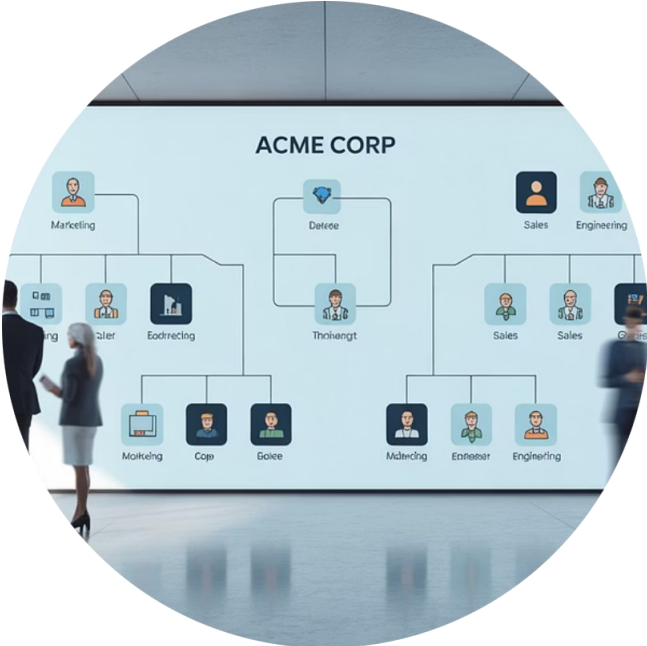
Key Factors for Governance Optimization

Common factors to consider when optimizing and tailoring the governance framework, recognizing that the phase of the life cycle also influences the framework's relative importance.



Legislative Environment

Compliance with local, state, and national laws regarding competition, conflicts of interest, and procurement



Decision-Making Hierarchy

Clear authority levels and decision-making processes aligned with organizational structure



Portfolio Alignment

Integration with portfolio and organizational governance structures and processes

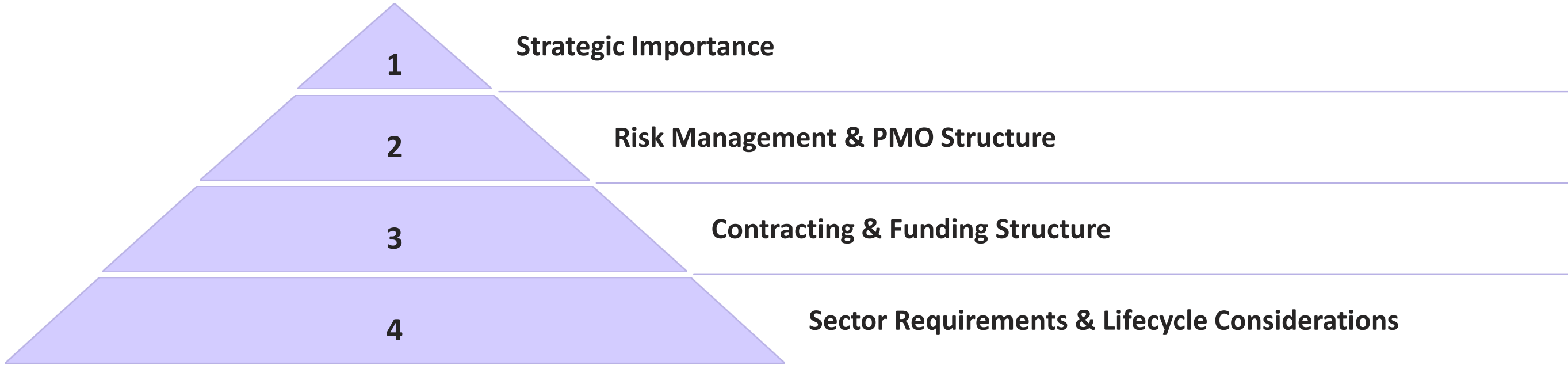


Program Delivery

Governance practices tailored to specific program delivery requirements and constraints

Implementation Success Factors

The governance framework must be tailored to sector-specific requirements while considering strategic importance, risk tolerance, and funding structures throughout the program lifecycle.



The relative importance of different governance practices differs as the program progresses through its lifecycle, requiring adaptive governance approaches that evolve with program maturity and changing organizational needs.

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