

Governance and the Management of Portfolios and Programmes

Course Outline



Topics

- Governance pillars and frameworks
- Roles of sponsors, steering committees, and PMOs
- Portfolio lifecycle and prioritisation
- Value and benefits management
- Programme coordination
- Risk, resource, and performance
- Organisational Change Management

What you will learn

Upon completion of this training, learners will:

- Understand the principles of governance in project environments
- Differentiate between project, programme, and portfolio management
- Apply governance frameworks to support strategic alignment
- Define roles and responsibilities for oversight and decision-making

Course Description

Do the right thing at the right time in the right way – Gain strategic insight into governance, portfolio alignment, and programme delivery for organisational success.

In today's dynamic business environment, organisations must strike a careful balance between driving change and maintaining business-as-usual operations. This one-day course empowers professionals to enhance the success rate of projects, programmes, and portfolios by embedding effective governance and strategic oversight.

This course explores the governance structures and practices that underpin effective portfolio and programme management. It helps participants understand how to align initiatives with strategic goals, allocate resources, and monitor performance across multiple projects.

The course also covers the roles of sponsors, steering committees, and PMOs, and provides tools for prioritisation, benefits realisation, and risk oversight.

“Organisations with mature project portfolio management practices complete 35% more of their programmes successfully.” – Project Management Institute.

This course is for: Senior managers and executives, Project sponsors and steering committee members, PMO leaders and governance professionals, Programme and portfolio managers.





Agenda

1 day workshop

Module	Learning Objectives
Strategic thinking leading to good governance	<ul style="list-style-type: none">• Think critically and strategically, enabling them to anticipate challenges, identify opportunities, and align organizational priorities with long-term goals.• Explore the fundamental purpose of governance - ensuring accountability, decision-making, and value creation.
Portfolio Management	<ul style="list-style-type: none">• Translate business strategy into portfolio outcomes and understand how to manage the lifecycle of investments to achieve enterprise goals.• Develop the ability to prioritise initiatives, assess risks, and optimise resource allocation across competing projects within a portfolio
Programme Management	<ul style="list-style-type: none">• Understand how to coordinate related projects within a programme to deliver strategic objectives and manage interdependencies effectively.• Apply governance principles to programme oversight, ensuring clarity in roles, responsibilities, and decision-making processes.
Organizational Change Management	<ul style="list-style-type: none">• Understand the foundational principles of change management and practical tools required to drive successful organizational change.• Develop an effective strategy and action plan to drive organizational change.

PDU Allocation

The table below displays the number of professional development units (PDUs) awarded for each PMI® credential, as they align to the PMI Talent Triangle®. Power Skills and Business Acumen PDUs apply evenly across all credentials and Ways of Working PDUs apply only to specific credentials.

	Ways of Working	Power Skills	Business Acumen	Total
CAPM® / PMI-CP™ / PMP® / PgMP®	4	2	2	8
PMI-ACP® / Agile*	4	2	2	8
PMI-PMO®	4	2	2	8
PMI-SP®	4	2	2	8
PMI-RMP®	4	2	2	8
PfMP®	4	2	2	8
PMI-PBA®	4	2	2	8
				

Millpond is an Authorized Training provider (A.T.P) with the Project Management Institute, Inc.

CAPM, PMI-CP, PMP, PgMP, PMI-ACP, PMI-PMO, PMI-SP, PMI-RMP, PfMP, PMI-PBA, CAPM, PMP, PMI Talent Triangle, and PMI are registered marks of the Project Management Institute, Inc.

Instructor



Mike Roberts, PMP, PMI-ACP, CAPM

Mike is a Director at Millpond, a Project consultancy specializing in project leadership development and delivery. With over two decades of experience in project and program management, Mike has a proven track record of leading complex investments across diverse industries.

He is a highly regarded speaker, having presented at numerous events including both PMI Chapters and the PMI Global Summit in 2023 and 2024, often sharing insights on leadership, stakeholder engagement, and the human side of project management.

Mike's approach to leadership emphasizes the importance of authenticity, empathy, and adaptability in driving project success. He believes that while processes and frameworks are essential, it is the people who ultimately determine the outcome of any initiative. Mike's engaging teaching style, combined with his real-world experience, makes him a highly effective instructor who inspires participants to elevate their leadership capabilities.

Mike has also been a long-time volunteer with PMI, helping support Chapter initiatives across Australasia. He holds a Global Master of Business Administration from Rome Business School.

Disclaimer

While every effort is made to ensure that the information contained in this document is accurate, it is subject to change. Changes will be notified in class and via email. Students are encouraged to check their email regularly. It is the student's responsibility to stay informed.

About Millpond

Our purpose is to create the momentum you need to move your organisation forward.

Millpond is a reservoir of multi-talented people and expertise, here to drive outcomes and build capability. Like the Millpond that powers a mill, our experience is the fuel that drives projects and enables us to be confident in the delivery. At Millpond we want to create the same dynamic in your business. No matter the breadth and complexity, we will help create the momentum you need to move your organisation forward.

We are a team, passionate about projects.

Showing growth throughout Australia and New Zealand, with over two hundred years of collective project management experience and a reputation for delivering outcomes we can help you achieve your vision through our full range of project management services. Our services include:

- **Delivery:** Providing experienced personnel to aid reaching your project objectives when a strategy is set, and key projects need to be executed.
- **Consulting:** Helping improve your project management maturity by creating appropriate structure around project delivery, governance, process, tools, and equipping organisations to get momentum and realize your goals.
- **Training:** Equipping your organisation with the skills to achieve project outcomes through bespoke, public or certification driven training.

Some of Australasia's largest and most successful organisations engage Millpond because we offer:

- **Collective experience:** 150+ years of collective experience and a reputation for delivering outcome
- **Safe pair of hands:** Through our track record of delivering successful outcomes for our clients, we have earned trust and a reputation as a safe pair of hands
- **Breadth of services:** The breadth of our services helps to de-risk client projects
- **A people-centric culture:** We have local experienced team across Australia and New Zealand, and are recognized as global thought leaders

By partnering with Millpond, you can tap into this reservoir of skilled and talented people to help you drive your projects.

Our Training Services

Millpond is an Authorized Training Provider (A.T.P) with the Project Management Institute, Inc. The designation as an A.T.P is the highest mark of excellence in project management education. All training materials are grounded in the globally recognized standards of the *PMBOK® Guide* and ISO21500:2012.



All of the Millpond Training facilitators are educated in the principles of adult education and the importance of adapting teaching styles for maximum effect; we audit the facilitators regularly to ensure we maintain the highest quality.

Millpond Training Courses

All courses can be delivered via Classroom and Virtual Classroom:

Millpond Limited	
PMI® Certification Training	<ul style="list-style-type: none"> • Project Management Professional (PMP®) • Certified Associate in Project Management (CAPM®) • PMI-Agile Certifies Practitioner (PMI-ACP®) • Construction Professional (PMI-CP®) • Disciplined Agile Senior Scrum Master (DASSM®)
Non-Certification Training	<ul style="list-style-type: none"> • Level up: A Masterclass on Effective Leadership • Governance and the Management of Portfolios & Program • Fundamentals of Project Management • Fundamentals of Business Analysis • Managing Risk in Projects • Organizational Change Management • Transition to Agile • Agile Leadership • Agile Masterclass • NZ Contract Management
Custom Training	<ul style="list-style-type: none"> • All our courses are available to be tailored, blending in our clients' ways of working, case studies, and unique challenges.