



International Policy Governance Association

Policy Governance® Professional (PGP) Certification Program

OUTLINE CURRICULUM AS AT AUGUST 2016

OVERALL COMPETENCY

The overall competency that the PGP program seeks to develop is the ability to play a leadership role in the application of Policy Governance principles and practice.

OVERALL LEARNING OUTCOME:

Participants have the knowledge and expertise to play a leadership role in the application of Policy Governance principles and practice.

ASSESSMENT:

Each Unit assignment will be assessed by the Unit Tutor as “excellent”, “satisfactory”, “partially satisfactory”, “unsatisfactory”. All candidates will receive tutor feedback. Candidates who achieve “partially satisfactory” or “unsatisfactory” levels will be provided with the opportunity to discuss how they can address deficiencies.

The final summative assessment will be based on an exam. Account will be taken of the results of the unit assignment assessments only if there is a borderline decision.

CURRICULUM
INTRODUCTION TO WHOLE PROGRAM
<ul style="list-style-type: none">a) Introduction to Teaching Staff/Facultyb) Participant Introductionsc) History of the Development of the Programd) Purposes of the Programe) Definition of basic terms e.g. “governance”, “board”.f) Program Outlineg) Introduction to Technologies to be used in the Programh) Introduction to Reading Listsi) Contacting Your Mentorj) How to Use Your Learning Logk) Questions and Concerns
UNIT 1: FOUNDATIONS OF GOVERNANCE
Introduction to Unit 1
Introduction <ul style="list-style-type: none">a) Unit Timetable and Overviewb) Unit Assignment Descriptions

c) Guidance for Completing the Unit
Unit 1 a: Knowledge
Module 1a. i: Legal Frameworks a) Introduction to legal frameworks for corporate, nonprofit and public governance. b) Some examples of legal frameworks for corporate, nonprofit and public governance. c) The implications of some legal frameworks for corporate, nonprofit and public governance.
1a. ii: Theoretical Perspectives a) Commonly referenced theoretical perspectives that underlie governance. b) Theoretical foundations of the Policy Governance system.
1a. iii: Models of Governance a) Defining “models” vs “approaches” b) Range of models
1a. iv: Systems Thinking a) Introduction to systems thinking b) Systems thinking – relevance to governance
Module 1 b: Skills
1b. i: Distinguishing Governance Principles a) Defining principles b) Principles versus rules c) The importance of having governance principles d) The relative merits of the principles underpinning various approaches to governance.
Module 1 c: Behavior
Module 1c. i: Behaviors and Practices Required for Different Approaches to Governance a) Watchdog b) Consultant/Advisory c) Compliance Enforcement d) Super-CEO e) Representative – Whole Ownership f) Representative – Constituency g) Other
UNIT 2: POLICY GOVERNANCE PRINCIPLES AND ARCHITECTURE
Introduction to Unit 2
Introduction a) Unit Timetable and Overview b) Unit Assignment Descriptions c) Guidance for Completing the Unit
Module 2 a: Knowledge
Module 2a. i: The Principles of Policy Governance The Ten Principles of Policy Governance: their key elements, their interrelationship, the foundational concept of ownership.
Module 2a. ii: Policy Governance Quadrants The Four Quadrants of Policies and their Purposes. <ul style="list-style-type: none"> • Governing Outcomes/Direction • Governing Prudential and Ethical Risk/Unacceptable Means • Governing Board Conduct

<ul style="list-style-type: none"> • Governing Board-Management Delegation
Module 2 a. iii: Use of Prescriptive and Proscriptive Language The rationale for using proscriptive language in setting prudential and ethical boundaries
Module 2 a. iv: Starting and Stopping <ol style="list-style-type: none"> Policies as Values Policies as Criteria for Lower Level Decision-Making The need for Encompassment The rationale for creating policy from broadest to narrowest The rationale for moving from one level to another The rationale for brevity and concision. The rationale for stopping
Module 2 a. v: Categorizing Values/Concerns Identifying the appropriate category of policy in which to address a particular value (or concern).
Module 2 b: Skills
Module 2b. i: Criteria for Sound Policy Making Identifying the criteria for sound policy creation in accordance with Policy Governance principles.
Module 2 c: Behavior
Module 2 ci: Impact of policies on behavior Impact of policies on individual and organizational behavior. <ul style="list-style-type: none"> - Confusing Ends and Means - Goal Displacement - Perverse Incentives - Moral Hazard

REMAINDER OF THE PROGRAM – UNITS 3 – 7 OVERVIEW

Units 3 – 7 will follow the same format as above but introduce a wider variety of learning delivery approaches including exercises, interviews, practical projects and case study creation and discussion.

The outline of the remaining units is as follows:

UNIT 3 - POLICY GOVERNANCE: ROLES, DOCUMENTATION, PROCESSES, COMPETENCIES Getting everything in order for sustainable implementation.
3 a Knowledge
3 b Skills
3 c Behavior
UNIT 4 - POLICY GOVERNANCE IN ACTION Engaging with the first-hand practical experience of implementing Policy Governance from a wide-variety of sources
4 a Knowledge
4 b Skills
4 c Behavior
UNIT 5 –BUILDING THE OWNERSHIP CONNECTION

Making the ownership connection a powerful reality

5 a Knowledge

5 b Skills

5 c Behavior

UNIT 6 - VARIETIES OF POLICY GOVERNANCE APPLICATION

Learning from issues related to implementing Policy Governance in a variety of spheres.

6 a Knowledge

6 b Skills

6 c Behavior

UNIT 7 – REPRESENTING POLICY GOVERNANCE TO THE WORLD

The current standing of Policy Governance in the world – take-up and evidence base for effectiveness. Understanding and responding to criticisms. Future evolution of Policy Governance theory and practice. Being an ethical Policy Governance professional.

7 a Knowledge

7 b Skills

7 c Behavior

CLOSING WORKSHOP - Program Evaluation. Introduction of Final Assignment.