Program Management and PgMP® Certification

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Who Are You???

- One of the 500,000+ PMP®s

OR

- One of the 800+ PgMPs®???
Presentation Overview

- The Importance of Program Management
- The PgMP® Credential
- PgMP® Application Process
Why Program Management?

“If you’re a program manager looking to demonstrate a proven ability to manage complex, multiple projects and align results to organizational goals; increase your visibility and value with your organization; and separate yourself in the eyes of employers, the PgMP credential is for you.”

www.pmi.org
Why the PgMP®?

“As employers demand program managers that can support the strategic objectives of the organization, Program Management Professional (PgMP)® credential holders will gain a distinct advantage in employment and promotional opportunities over their peers.”

A Program is...

- “A group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually.”

*The Standard for Program Management*
What is Program Management?

- “The centralized coordinated management of a program to achieve the program’s strategic benefits and objectives”
- Program management focuses on project interdependencies
- It focuses also on benefits:
  - Opportunities to provide advantages to organizations
    - Increased profits, improved morale, improved operations and growth

*The Standard for Program Management,*
Presentation Overview

- The Importance of Program Management
- The PgMP® Credential
- PgMP® Application Process
The PgMP® Handbook

- Download from the PMI® web site:
- Read the entire Handbook
- Also agree to the ethics terms and conditions
PMI’s PgMP® Credential

- **Program Management Professional**
  - A PMI® credential!
  - Emphasizes coordinated management of multiple projects to achieve strategic benefits
- Three-step credential process:
  - Application/Evaluation; Exam; Multi-rater Assessment
  - Continuous PDU requirements

Reference:
PgMP® Handbook

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Main Resources

- *The Standard for Program Management*
  - Provides concepts and a representative program life cycle
  - Defines the standards for program management
  - Must have! Purchase the Second Edition

- *Program Management Professional (PgMP®) Examination Content Outline*
  - Defines the domains and tasks that comprise the exam
  - Free – download from the PMI website

http://www.pmi.org/Certification/Project-Management-Professional-PgMP/~media/PDF/Certifications/PgMP_Examination_Content_Outline_2011_sec.ashx
Main Resources (Free)

- **PgMP Application Form**
  - PDF format; available at PMI.org.
  - Must have!
  - [http://www.pmi.org/en/Certification/~/media/PDF/Certifications/PgMP%20Application%20Form.ashx](http://www.pmi.org/en/Certification/~/media/PDF/Certifications/PgMP%20Application%20Form.ashx)

- LinkedIn Group
  - **PgMP Credentialed Networking Group**
    - LinkedIn Group – Join!!
Suggested Resources

PgMP® Exam Practice Test and Study Guide **THIRD EDITION**

Ginger Levin and LeRoy Ward

Purchase at Amazon or www.crcpress.com
Suggested Resources

- Dr. Ginger Levin
- Prep Class
  - On site
- On line – University of Texas at Dallas See:
Suggested Resources

Wall Chart on the Processes, Knowledge Areas from the Examination Content Outline by James Haner

See [http://www.emunlimited.biz/](http://www.emunlimited.biz/)

Price: $19.79 or $29.79
PgMP® Exam

- After meeting eligibility criteria, candidates are granted 1 year to take the exam.
  - If you do not pass, you can take the exam two more times during the year, but you must pay a fee each time
  - 170 multiple-choice questions
- 20 of these are pretest questions, randomly dispersed throughout the exam
  - These do not affect your score
- You have **four hours** to take the test
- There is a 15-minute computer tutorial

- Administration – computer based
  - Paper-based if you live more than 300Km/187 miles from a Prometric CBT site
- Exam is administered in English only
- PMI Members $1500 [US]
- Non-Members $1800 [US]
- Need 60 PDUs every three years to maintain both PMP® and PgMP® credentials
Questions on the Exam

• Developed by program managers around the world
• Referenced to current program and project management resources
  – More than just the “Standard for Program Management”
• Monitored through a psychometric analysis
• Satisfy the test specifications in the PgMP Examination Content Outline

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PgMP® Exam
Five Performance Domains

<table>
<thead>
<tr>
<th>Domain</th>
<th>Percentage</th>
<th>Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Program Management</td>
<td>15%</td>
<td>25</td>
</tr>
<tr>
<td>Program Life Cycle</td>
<td>44%</td>
<td>75</td>
</tr>
<tr>
<td>Benefits Management</td>
<td>11%</td>
<td>19</td>
</tr>
<tr>
<td>Stakeholder Management</td>
<td>16%</td>
<td>27</td>
</tr>
<tr>
<td>Governance</td>
<td>14%</td>
<td>24</td>
</tr>
</tbody>
</table>

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Your Score

- At the end of the 4 hour test, you will receive your score
- You will know if you **PASSED** or **failed** the exam
- You will not know the percent of the questions you answered correctly
- Instead you will know by domain:
  - Strategic Program Management
  - Program Life Cycle
  - Benefits Management
  - Stakeholder Management
  - Governance
- **Whether you were:**
  - **Proficient**
    - Moderately Proficient
    - Barely Proficient
What Does Proficient Mean??

- **Proficient** = performance is above average in the knowledge of the domain
- **Moderately Proficient** = performance is at the average level of knowledge in the domain
- **Below Proficient** = performance is below the average level of knowledge in the domain
Presentation Overview

- The Importance of Program Management
- The PgMP® Credential
- PgMP® Application Process
Preparing Your Application – Timeline

1. **Submit Application**
   - 90 Day Window

2. **Application Completeness Review**
   - 5 Business Days (if submitted on line)
   - If OK, pay the $1500

3. **Audit Process**
   - 90 Days to submit materials
   - – if selected and no problems

4. **Panel Review**
   - 10 Business Days

   **Exam Eligibility**
   - 1 year from Notification

   **Multi-Rater Assessment**
   - 3 calendar weeks from the date you pass the exam

   **Certification Cycle**
   - 3 Years from the day you pass the MRA

Reference: PgMP Handbook
Application Overview

- Online System
- Correspondence and Contact Information
- Education Attained
  - Transcripts
- Program/Project Experience
  - Program Overview
  - Organization Details
  - Hours by Domain
    - Strategic Program Management, Program Life Cycle, Benefits Management, Stakeholder Management, and Governance
- Projects
- Experience Summary Statements
  - 5 questions
- References – Minimum 12:
  - 4 People Above You, 4 at Your Level, 4 Below Your Level and YOU
<table>
<thead>
<tr>
<th>Exam Type</th>
<th>PMI Membership Status</th>
<th>US Dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer-Based Testing (CBT)</td>
<td>Member</td>
<td>$1,500</td>
</tr>
<tr>
<td></td>
<td>Non-member</td>
<td>$1,800</td>
</tr>
<tr>
<td>Paper-Based Testing (PBT)</td>
<td>Member</td>
<td>$1,200</td>
</tr>
<tr>
<td></td>
<td>Non-member</td>
<td>$1,500</td>
</tr>
<tr>
<td>Retake of the Exam (CBT)</td>
<td>Member</td>
<td>$500</td>
</tr>
<tr>
<td></td>
<td>Non-member</td>
<td>$600</td>
</tr>
<tr>
<td>Retake of the Exam (PBT)</td>
<td>Member</td>
<td>$400</td>
</tr>
<tr>
<td></td>
<td>Non-member</td>
<td>$500</td>
</tr>
<tr>
<td>Multi-rater Reassessment Retake</td>
<td>Member</td>
<td>$400</td>
</tr>
<tr>
<td></td>
<td>Non-member</td>
<td>$500</td>
</tr>
<tr>
<td>Credential Renewal</td>
<td>Member</td>
<td>$60</td>
</tr>
<tr>
<td></td>
<td>Non-member</td>
<td>$150</td>
</tr>
</tbody>
</table>

**Note! Application fees not refunded in full if application is not approved**
Getting a Refund

- Request a refund 30 days before your eligibility expires if you have not scheduled or taken the exam
  - Then, you can get $700.00 back
- If you pay to retake the exam, and decide not to take it, you can request a refund and receive $350.00 back within 30 days
- If you reschedule your exam within 30 days, you are charged $70.00
- If you reschedule within 2 days, you forfeit the entire $1500

**KEY POINT – BE PREPARED!!**
# Experience / Education Requirements

<table>
<thead>
<tr>
<th>Education</th>
<th>Project Management Experience</th>
<th>Program Management Experience*</th>
</tr>
</thead>
<tbody>
<tr>
<td>High School, Associate, or Equivalent Degree</td>
<td>Minimum 4 years (6,000 hours) non-overlapping Project Management experience</td>
<td>Minimum 7 years (10,500 hours) non-overlapping Program Management experience</td>
</tr>
<tr>
<td>Bachelors degree or higher</td>
<td>Minimum 4 years (6,000 hours) non-overlapping Project Management experience</td>
<td>Minimum 4 years (6,000 hours) non-overlapping Program Management experience</td>
</tr>
</tbody>
</table>

Each program requires two corresponding projects that share the common strategic goal and budget of the program

**Experience must be unique and non-overlapping**

*If your degree is from a PMI accredited University, only 4,500 hours of Program Management experience is required*
Calculating Experience 1 of 2

- List projects and programs separately
- **Do not group your Program Management experience with your Project Management experience**
- For the Program Management experience include:
  - Details on at least two projects associated with the program
  - You do not need to show the time spent on these projects since they are in the program
- **A primary contact is needed for each project and program**
  - You can use a client or program sponsor
- If you have your PMP®, you need to re-enter your project management experience for the PgMP® - you need 48-72 months of program management experience to meet the 4-7 year eligibility

Reference: PgMP Handbook
Calculating Experience (2 of 2)

- You can go back 15 years prior to the application date for the Program Management experience
  - Experience that begins more than 15 years before the application but ended less than 15 years before the application is submitted is fine
- Enter your hours in each of the 5 Program Management domains
- Program experience can include more than one program
Example
## Items in Your Application – Hours by Domain

<table>
<thead>
<tr>
<th>Domains</th>
<th>Descriptions</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Program Management</strong></td>
<td>Identifying opportunities and benefits that achieve the organization’s strategic objectives through program management</td>
<td></td>
</tr>
</tbody>
</table>
| **Program Life Cycle**           | Initiating – defining the program, its projects, and obtaining agreement from stakeholders  
Planning – defining program scope and developing the program, including projects in the program and other activities  
Executing – Performing the work to achieve the objectives and deliver the program benefits  
Controlling – Monitoring progress using program plans and managing change and risk  
Closing – Finalizing program activities, including all constituent projects, executing transition plan, archiving, obtaining approvals, and reporting |       |
| **Benefits Management**          | Defining, rating, maximizing, and sustaining benefits from the program                                                                                                                                       |       |
| **Stakeholder Management**       | Capturing stakeholder needs and expectations, gaining and maintaining stakeholder support, and mitigating/channeling opposition                                                                            |       |
| **Governance**                   | Establishing processes and procedures for maintaining proactive program management oversight and decision-making support for applicable policies and practices throughout the entire program life cycle                  |       |

Reference: PgMP Handbook
Your Application – Verifying Experience

- Program Number
- Title
- Start Date / Complete Date
- Your Role
- Name of Contact (Sponsor/Manager, Direct Report, Contractor, Peer, You)
- E-mail, phone number

Reference: PgMP Handbook
Tips on the Experience Summaries

- First, use **Word** and then cut and paste into the application
- Address **all** areas in the question
- Write between 200-350 words (2,000 characters) – more is better
- Use “I” statements – You are the leader
- Provide **specific examples** – do not just copy from the Standard

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Experience Summary Questions – 1
Strategic Program Management

- Option A
  - Developed program justification and alignment with the organization’s strategic plan

- Option B
  - Monitored the business environment, program goals, and benefit realization plan in order to ensure the program remains aligned with the organization’s strategic objectives

Reference: PgMP Handbook
Experience Summary Questions – 2

Benefit Realization

- Option A
  - Defined and monitored benefits realization measurement criteria

- Option B
  - Identified opportunities that resulted in optimized program benefits

Reference: PgMP Handbook
Experience Summary Questions – 3
Stakeholder Management

- Option A
  - Identified and analyzed program stakeholders

- Option B
  - Designed clear expectations and program acceptance criteria with program stakeholders

Reference: PgMP Handbook
Experience Summary Questions – 4

Governance

- **Option A**
  - Established and adapted the program governance model

- **Option B**
  - Identified and evaluated risks and their impact on the program objectives throughout the program

Reference: PgMP Handbook
Experience Summary Questions – 5

Program Life Cycle

- **Option A**
  - Managed and optimized the use of resources (human, materials, equipment, facilities, finance, etc.) across component projects

- **Option B**
  - Managed and resolved program level issues and issues escalated from component projects

Reference: PgMP Handbook
Data for the Multi-Raters in Your Application

- Name
- Address
- City
- State/Province/Territory
- Zip/Postal Code
- E-mail address
- Contact type: Above Your Level, At Your Level, Below Your Level

Reference: PgMP Handbook
Multi-Raters (1 of 2)

- **4 Contacts Above Your Level**
  - Someone to whom you report (functional manager)
  - Person with approval authority
  - Program sponsor
  - Governance board member

- **4 Contacts at your Level**
  - PgMP®s
  - Someone with similar responsibilities
  - Someone on the same committees
  - Functional or operational managers
Multi-Raters (2 of 2)

- 4 Contacts Below Your Level
  - Project managers
  - Someone who reports to you
  - Vendor
  - Team member

- YOU!!!
Selecting Your Multi-Raters

- Choose them by role, not title
- Make sure they are familiar with your work as a program manager
  - You do not want them to answer questions with a ‘Don’t know – I have no basis on which to make a rating/no opportunity to observe’
  - Also, you do not want them to say: ‘Candidate not required to perform behavior’ on the survey – now allowed
- Make sure they will respond!!
- There are 44 statements
The Audit

- You are notified after you pay the exam fee
- You need to submit:
  - Copies of your diplomas
  - Signatures from your supervisors on the programs in your experience section
- You have 90 days to complete it
- You can be audited at any time even after you receive the credential!!!
The Panel Review

- Pass or Fail
- Panel consists of PgMP® volunteers
- They review experience based on responses to the Program Management Experience Summaries in the application
- They do not know your identity
- If you fail, a PMI® representative will contact you to discuss your status

Reference: PgMP Handbook
At the Exam Site

• Have 2 forms of ID:
  – Primary
    • Drivers license
    • Military ID
    • Passport
    • National ID card
  – Secondary
    • Employee ID
    • Credit card with signature
    • Bank (ATM) card
• Make sure your ID matches your name!
• Arrive 30 early
• You will receive a calculator, scratch paper, pen/pencil
• You will find out if you **PASS** after you finish the exam!

Reference: PgMP Handbook
Multi-Rater Assessment 1 of 2

- E-mail or call them once you pass the exam
- Make sure all the e-mail addresses are correct
- They will get an e-mail and a link to the survey
- They have **21** days to respond
- PMI sends an electronic reminder to people who do **NOT** respond in 2 weeks, and you get a status report
- You then have the opportunity to select a replacement for people who do not respond
- Once it is finished, you receive a copy of your results
- If you fail the MRA, you wait one year; PMI sends you an e-mail letting you have 6 months to re-apply for the MRA

Reference: PgMP Handbook
Multi-Rater Assessment 2 of 2

- Choose people who will respond!
- E-mail or call your contacts once you have passed your exam
  - Let them know the rating form will be coming – it could go into a SPAM folder
  - Thank them for their help and time

Reference: PgMP Handbook
Sample Questions for the Raters

1) Ensures program alignment with organizational strategy
2) Produces a program scope definition by integrating stakeholder requirements
3) Increases team commitment by communicating expectations
4) Ensures closure of constituent projects by implementing closeout plans
5) Archives lessons learned by entering them into the PMIS

You will receive a copy of these results!
Maintaining Your PgMP®

- Three year continuous certification requirement process
- 60 PDUs per three years
  - *NOTE:* If you have your PMP®, you do not need 60 PDUs for each credential
Thank You!
Contact Information

- Dr. Ginger Levin, PMP, PgMP; Certified OPM3 Professional
- Portfolio, Program, and Project Management Consultant and Educator
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