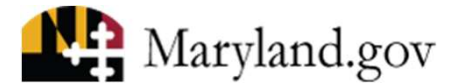


PgMP CERTIFICATION DEMYSTIFIED

VINOD SURAPANENI PMP, PgMP



PMI Michigan Capital Area Chapter (MCAC) Chapter
Monthly Dinner Meeting – June 21, 2018
Country Club of Lansing, Michigan, USA.



About me

- Started career as IT Business Analyst
- Moved up to Project/Program Manager
- PMP in 2009
- PgMP in 2018
- 17+ years exp in IT (mainly in consulting)

www.linkedin.com/in/vinod-surapaneni



AGENDA

- What is a Program?
- Why get certified?
- PgMP Certification overview
- Certification requirements
- Application through Exam process
- Preparation tips
- Exam tips

What is a Program?

BUILDING A CUSTOM HOME

Project or Program?



WHY BUILD A HOME?

BENEFITS

- INVESTMENT
- PROVIDES SHELTER
- SENSE OF SECURITY
- SPACIOUS

TASKS/Projects

- FOUNDATION
- WALLS
- ROOFING
- PLUMBING
- ELECTRIC WIRING
- LANDSCAPING
- INTERIORS

Observation - These benefits can be achieved only through coordinated management of listed Tasks/projects but not through any of individual tasks/benefits

PROGRAM DEFINITION

Per PMI

*“A group of related projects, subprograms, and program activities that are managed in a coordinated way to obtain **benefits** not available from managing them individually”*

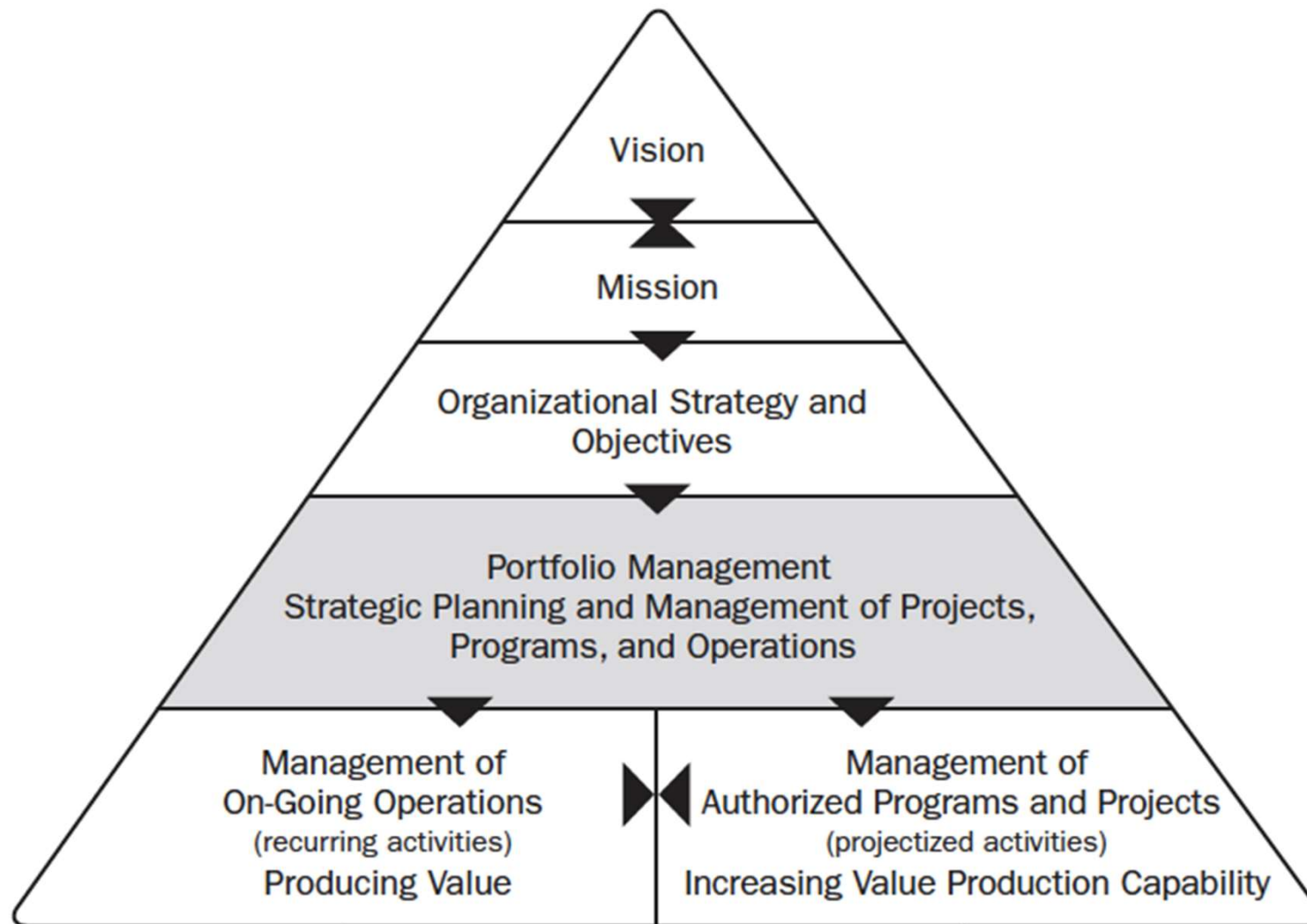
Portfolio and Projects

Per PMI

*“A **portfolio** is a component collection of programs, projects, or operations managed as a group to achieve strategic objectives. The portfolio components may not necessarily be interdependent or have related objectives”*

*“A **project** is a temporary endeavor undertaken to create a unique product, service, or result”*

Portfolio / Program / Project



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In real world...

Titled Program Manager

– but may be actually working on projects

Titled Project Manager

– but may be actually working on programs

Why get certified?

Why get certified?

- Recognition in industry
- Opens new opportunities
- May increase pay
- Establishes credibility

PgMP Certification Overview

Country	Number	%
Grand Total	2506	100%
United States	1096	45%
India	264	11%
China, mainland	186	8%
Canada	179	7%
Saudi Arabia	94	4%
Australia	69	3%
United Arab Emirates	60	2%
United Kingdom	39	2%
Singapore	38	2%
France	30	1%

vCare Project Management Pty Ltd

What knowledge is tested?

- **Program Strategy Alignment**—Identifying opportunities and benefits to achieve the organization's strategic objectives through program implementation.
- **Program Benefits Management**—Defining, creating, maximizing, delivering, and sustaining the benefits provided by the program.
- **Program Stakeholder Engagement**—Capturing and understanding stakeholder needs, desires, and expectations and analyzing the impact of the program on stakeholders, gaining and maintaining stakeholder support, managing stakeholder communications, and mitigating/channeling stakeholder resistance.
- **Program Governance**—Establishing processes and procedures for maintaining program management oversight and decision-making support for applicable policies and practices throughout the course of the program.
- **Program Life Cycle Management**—Managing all of the program activities related to program definition, program benefits delivery, and program closure.

Certification requirements

PgMP Eligibility Requirements

To be eligible for the PgMP certification, you must meet certain educational and professional experience requirements. All project and program management experience must have been accrued over the last 15 consecutive years.

Educational Background	Project Management Experience	Program Management Experience
Secondary diploma (high school diploma, associate's degree or global equivalent)	Minimum four years (6,000 hours) of unique non-overlapping professional project management experience*	Minimum seven years (10,500 hours) of unique non-overlapping professional program management experience**
OR		
Educational Background	Project Management Experience	Program Management Experience
Four-year degree (bachelor's degree, global equivalent or higher degree)	Minimum four years (6,000 hours) of unique non-overlapping professional project management experience*	Minimum four years (6,000 hours) of unique non-overlapping professional program management experience**

Are you qualified for PgMP?

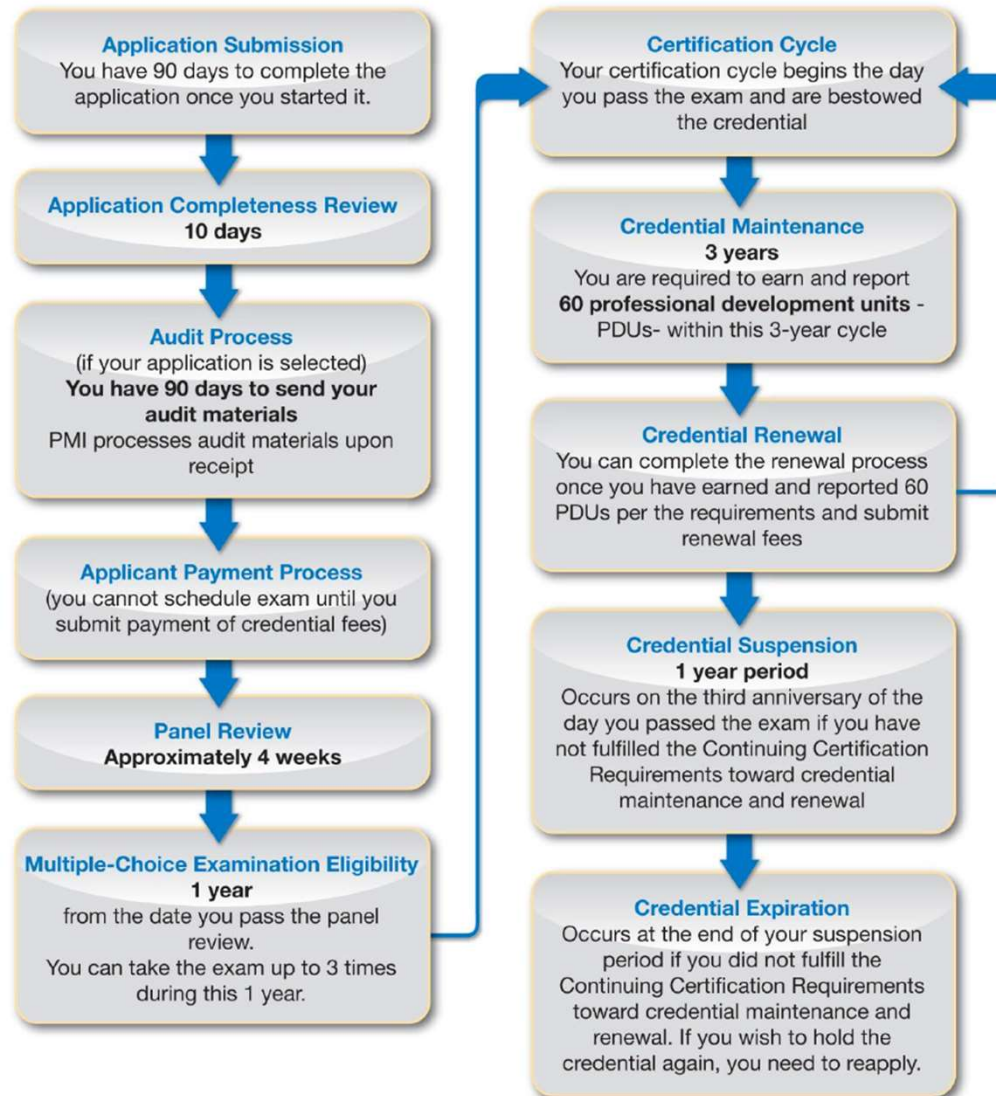
Yes, if you are a match for below role description

The PgMP Role Delineation states that candidates for the PgMP certification:

- Under minimal supervision, program managers are responsible and accountable for the coordinated management of multiple, related projects directed toward strategic business and organizational objectives. These programs contain complex activities that may span functions, organizations, geographic regions and cultures. Program managers build credibility, establish rapport and maintain communication with stakeholders at multiple levels, including those external to the organization.
- Program managers define and initiate projects and assign project managers to manage cost, schedule and performance of component projects, while working to ensure the ultimate success and acceptance of the program. Program managers maintain continuous alignment of program scope with strategic business objectives, and make recommendations to modify the program to enhance effectiveness toward the business result or strategic intent. Program managers are responsible for determining and coordinating the sharing of resources among their constituent projects to the overall benefit of the program.
- Program managers possess the knowledge and skills needed to be effective in the project, business and/or government environments, and to make decisions that accomplish strategic objectives. In addition, the program manager should have advanced skills in finance, cross-cultural awareness, leadership, communication, influence, negotiation and conflict resolution.

Overview of the PgMP Certification

Timeline of the PgMP Certification Process



Fee

Exam Administration Type	PMI Member Status	US Dollars	Euros
Center-based testing or Paper-based testing (CBT/PBT)	member	\$800	€655
Center-based testing or Paper-based testing (CBT/PBT)	nonmember	\$1,000	€815
Reexamination CBT or PBT	member	\$600	€490
Reexamination CBT or PBT	nonmember	\$800	€655
CCR certification renewal	member	\$60	USD only
CCR certification renewal	nonmember	\$150	USD only

Exam (Multiple Choice)

No. of Scored Questions	No. of Pretest (Unscored) Questions	Total Examination Questions
150	20	170

Allotted Examination Time
4 hours

Exam distribution

Domain/Subdomain	% of Exam
I. Strategic Program Management (11 tasks)	15%
II. Program Life Cycle (35 tasks)	44%
● Initiating (6 tasks)	6%
● Planning (9 tasks)	11%
● Executing (9 tasks)	14%
● Controlling (6 tasks)	10%
● Closing (5 tasks)	3%
III. Benefits Management (8 tasks)	11%
IV. Stakeholder Management (7 tasks)	16%
V. Governance (11 tasks)	14%

Tip – Focus more on Program Life Cycle. In the exam, if you score ‘target’ / ‘above target’ in all but ‘below target’ in Program Life Cycle, final result is FAIL.

Tip – In the exam, these 5 domains are scored as

- Above Target
- Target
- Below Target
- Needs Improvement

PMI doesn’t disclose passing % or score

PgMP Application

- Project Experience
- Program Experience
 - At least 2 projects in a program
- **Tip** – Read PgMP Handbook before starting application (www.pmi.org)
- **Tip** – report only 1 program to avoid confusion (even if you worked on multiple programs)
- **Tip** -

You cannot count the time working on both projects during February–April twice. Therefore, Project 1 and Project 2 equal six months (January–June) of project management experience toward your eligibility requirement.



PMI PgMP® Certification Handbook

PgMP Application – Experience Summaries

Reviewed during panel review

Experience Summary #1: Strategic Program Management
A. Developed program justification and business case in alignment with the organization's strategic plan

B. Monitored the business environment, program goals, and benefits realization plan in order to ensure the program remains aligned with the organization's strategic objectives

Experience Summary #2: Benefits Realization
A. Defined and monitored benefits realization measurement criteria

B. Identified opportunities that resulted in optimized program benefits

Experience Summary #3: Stakeholder Management
A. Identified and analyzed program stakeholders

B. Developed clear expectations and program acceptance criteria with program stakeholders

Experience Summary #4: Governance
A. Established and adapted the program governance model

B. Identified and evaluated risks and their impact on the program objectives throughout the program

Experience Summary #5: Program Life Cycle
A. Managed and optimized the use of resources (human, materials, equipment, facilities, finance, etc.) across component projects

B. Managed and resolved program-level issues and issues escalated from component project(s)

PgMP Application – Experience Summaries

Tips

- Max 500 words per each experience summary but 200-350 is acceptable
- Please respond in the first person.
 - *Correct:* I developed (or led the development of) the program governance model by...
 - *Incorrect:* The program team/We developed the program governance model by...
 - *Correct:* I ensured the program maintained alignment with the organization’s objectives by...
 - *Incorrect:* The program sponsor ensured the program maintained alignment with the organization’s objectives by...
- Avoid theoretical / textbook responses
- Provide examples
- Start summary with, “As a Program Manager, I....”
- Request someone who is PgMP certified to review the application before submission.
- If responses are not acceptable after panel review, you only get 1 more opportunity to update.

How I prepared for PgMP exam

- Started self-study as I thought it would be a piece of cake (I did self-study for PMP certification)
- Wasn't able to connect the dots while studying
- Exam changing on June 25, 2018. So, not enough time.
- Took online mentoring sessions from <https://vcareprojectmanagement.com> (Dharam Singh) based in Sydney, Australia.

Tips

- Join 'PgMP' group in Telegram (messenger app) managed by <https://vcareprojectmanagement.com>. Active group of ~300 PgMP certified and PgMP aspirants who discuss questions and answers. This is free and you do not need to buy their services.
- Join PgMP related LinkedIn groups for active discussion and lessons learned



PgMP Credentialed Networking Group

Members: 16,468



PgMP Practice Questions & Answers

Members: 4,953



Ultimate Program Management (PgMP4U)

Members: 305

Which resources did I use

Mandatory

- Standard from Program Management (SPM) –by Project Management Institute (PMI) - *pdf version is free for PMI members*
- PgMP Examination Content outline (ECO) – by PMI ([Link](#))
- Project Management Body of Knowledge (PMBOK) –by PMI - *pdf version is free for PMI members*
- Code of ethics and professional conduct – published by PMI ([Link](#))
- PgMP Exam Practice Test and Study Guide - Dr. Ginger Levin. *She is 8th PgMP worldwide and is active in PgMP LinkedIn groups*
- PgMP Exam Preparation and Study Guide – Jean Gouix
- Mentoring session and material from <https://vcareprojectmanagement.com> (Dharam Singh)

Exam is changing pattern from June 25, 2018. Please be careful and only buy books that are based on Standard for Program Management – 4th Edition.

Preparation and readiness

Tips

- Read SPM multiple times (~5 or more). Every iteration improves understanding. Please do not memorize but try to understand every word and sentence. Every word/sentence can be a question.
- Read PMBOK but not end to end. Only focus on 'tools' relevant to activities in 'Program Life Cycle'.
- Practice full length exams
 - Ready if scoring ~ 80% in full length exam from Jean Gouix's book
 - Ready if scoring ~ 50% in full length exams from Dr. Ginger Levin's book. Questions in the book are tougher than real exam but will change your perspective of Standard for Program Management the next time you read it after practice exam. **Highly recommended approach.**

Exam Day

- Prometric Test centers have option to 'highlight' text in the question and to strikeout an option
- Pay special attention to words that may mislead you – PMI never mandates a certain approach. So, if options have 'all', 'only', 'must', etc and are authoritative, most likely they are incorrect options
- Prometric Test centers offer a 'Dry Run' of exam experience before your exam ([Link](#))
- Some questions may be very lengthy with scrolling required. Spend time wisely to cover all questions
- Sometimes, actual question may not be related to the scenario presented. May help to read the last couple of sentences first to get to the direct question
- You'll get result (pass/fail) immediately after the exam.

