

The PgMP® as your competitive advantage

A Practical Guide to Obtain and Apply the PgMP®

Kevin J. Dixon, PMP®, PgMP®, PfMP®



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Objectives

Understand what the PgMP® is and what the benefits are to your organization

Explore the Parker Aerospace journey in launching PgMP® certified program management

See how the PgMP® can help you develop into a better leader in business

Learn what it takes to obtain certification and how to apply it to your organization

Today's Session

- What is the PgMP?
- Why Obtain the PgMP?
- The Parker Aerospace PgMP Journey
- Is the PgMP for you?
- How to obtain the PgMP – A guide

Your Speaker

Kevin Dixon, PfMP®, PgMP®, PMP®
PMO Director, FSD Parker Aerospace &
Program Management Consultant



- Two Decades in Program Management
NASA Shuttle PMO, Ares, Orion...
Commercial, Government, IR&D
USAF, MDA, SpaceX, Airbus, Boeing,
Parker, many others ...



- Doctoral Studies, MAS, BioEng, MSCE, BSEE
- PMI PMO of the year team finalist



What is the PgMP?

Key Concepts

Definition: **Project**

- Temporary endeavors that are undertaken to create unique products, services, or results.
 - Tend to be highly tactical, usually have highest levels of definition, scope, budget, schedule, etc.

What is the PgMP?

Key Concepts

Definition: **Program**

- Related projects, subsidiary programs, and program activities managed in a coordinated manner to obtain benefits and control not available from managing them individually.
 - Tend to be a little more ambiguous and political in nature, requires leveraging unknowns and continuous strategic thinking

What is the PgMP?

Key Concepts

Definition: **Program**

- Types:
 - Strategic – related to strategic plan (*Development*)
 - Compliance – Regulatory, Legal, etc.
 - Emergent – Initiatives
- Focus on Delivery of Value/Benefits
 - Tangible: Assets, equity, utility, fixtures, tools, market share, etc.)
 - Intangible: Goodwill, brand value, benefit to public, trademark, reputation, alignment to strategy

What is the PgMP?

Key Concepts

Definition: **Portfolio**

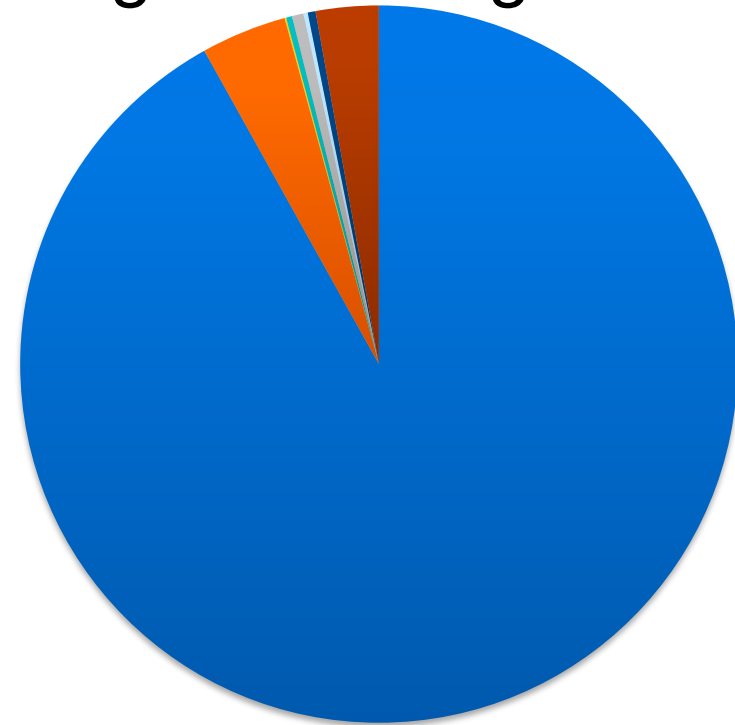
- A collection of projects, programs, subsidiary portfolios, and operations managed as a group to achieve strategic objectives.
 - Tend to be strategic in nature, usually center around allocating resources and authorizing projects & programs

What is the PgMP?

Program Management Professional (PgMP®)

- One of PMI's Certifications for Program Managers

PMP	91.91%	932,720
CAPM	3.85%	39,120
PfMP	0.07%	743
PgMP	0.27%	2,692
PMI-RMP	0.52%	5,282
PMI-SP	0.20%	1,982
PMI-PBA	0.35%	3,571
PMI-ACP	2.83%	28,702



What is the PgMP?

What is the difference from the PMP?

Project Management

- Process Driven
- Knowledge Areas
- Tasks
- Tactical
- Well Defined
 - Scope
 - Budget
 - Schedule
 - Manage Risk

Program Management

- Situational
- Domain Knowledge
- Tasks
- Strategic
- Manages Uncertainty
 - Ambiguous Scope
 - Undefined Resources
 - Manage Outcomes
 - Leverage Risk

Why obtain the PgMP?

- Our environments are continuing to change
What we manage ...
 - The challenge for continuous improvement
 - ongoing competitive marketplace
 - Do more with less
 - The pace of that change is increasing
 - Disruptors force us to think more strategically
- Project Management is not enough...
 - Poor results of project execution
 - Lack of leadership & links to strategy*

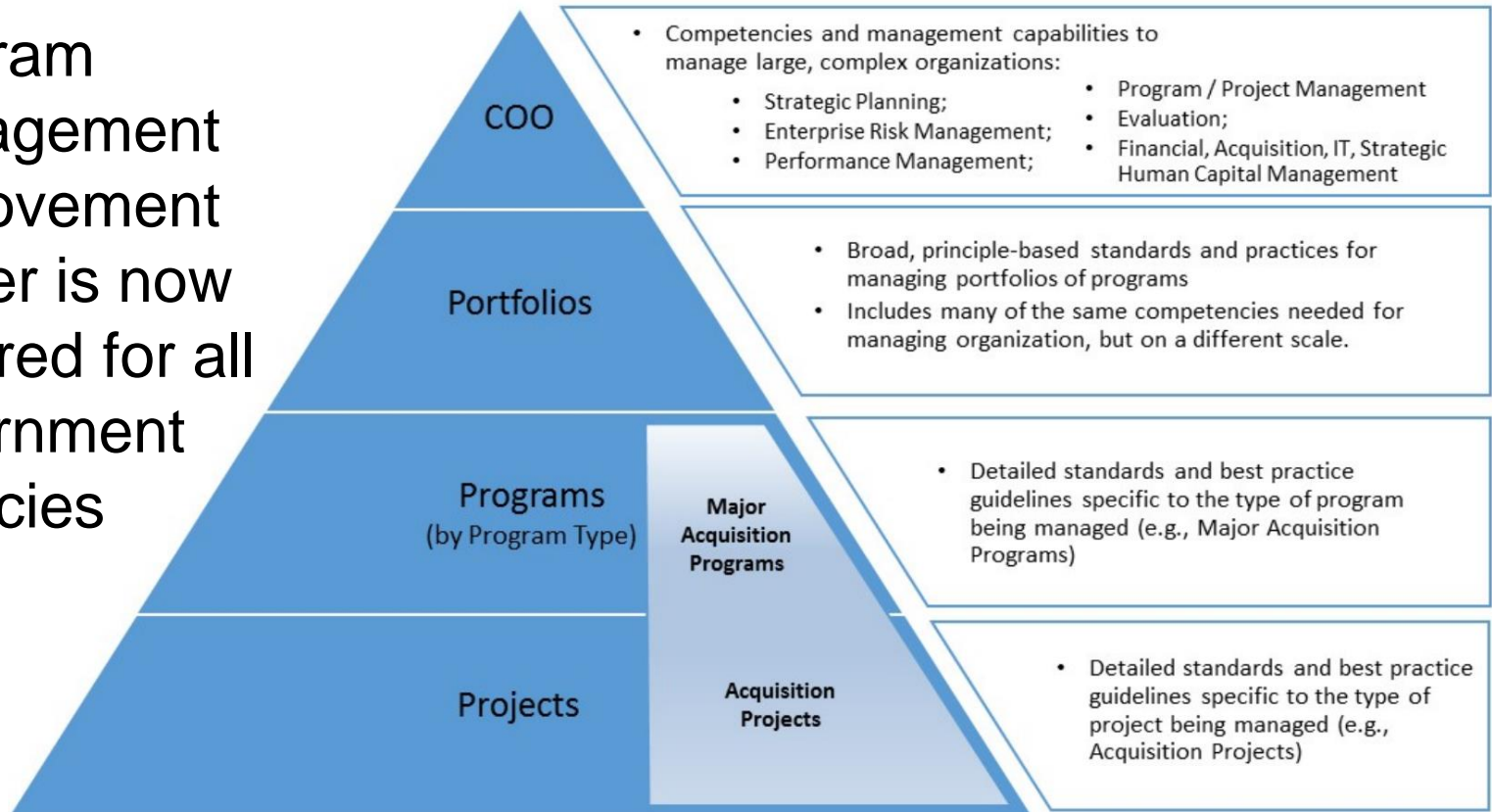
Why obtain the PgMP?

- Project & Program Complexity
 - Larger & more complex projects & programs
 - More ambiguous environment
 - PMI is pushing the adoption of agile approaches
 - Larger programs bring more complexity
- Competitive advantage vs ‘just a PMP’
- PMIAA – Government Legislation
 - Essentially a requirement now
US Government, UK, China, Canada and more.

Why obtain the PgMP?

- The Government view of Program Management

- Program Management Improvement Officer is now required for all government agencies



A Story of PgMP Certification

The Parker Aerospace PgMP Journey



BOEING 787



AIRBUS A350



NORTHROP GRUMMAN X47B



COMAC C919



LOCKHEED MARTIN F-35



GULFSTREAM G650



TRENT 7000

Global leader in engine build-up assemblies, aircraft fluid conveyance, pneumatic, lubrication, hydraulic, fuel, inerting, and flight control systems and components

US \$2.7 billion in annual sales

7,000+ employees

Eight divisions

40+ worldwide locations

Parker Hannifin Corporation

A global diversified manufacturer of motion and control technologies and systems, providing engineered solutions for a wide variety of mobile, industrial and aerospace markets.

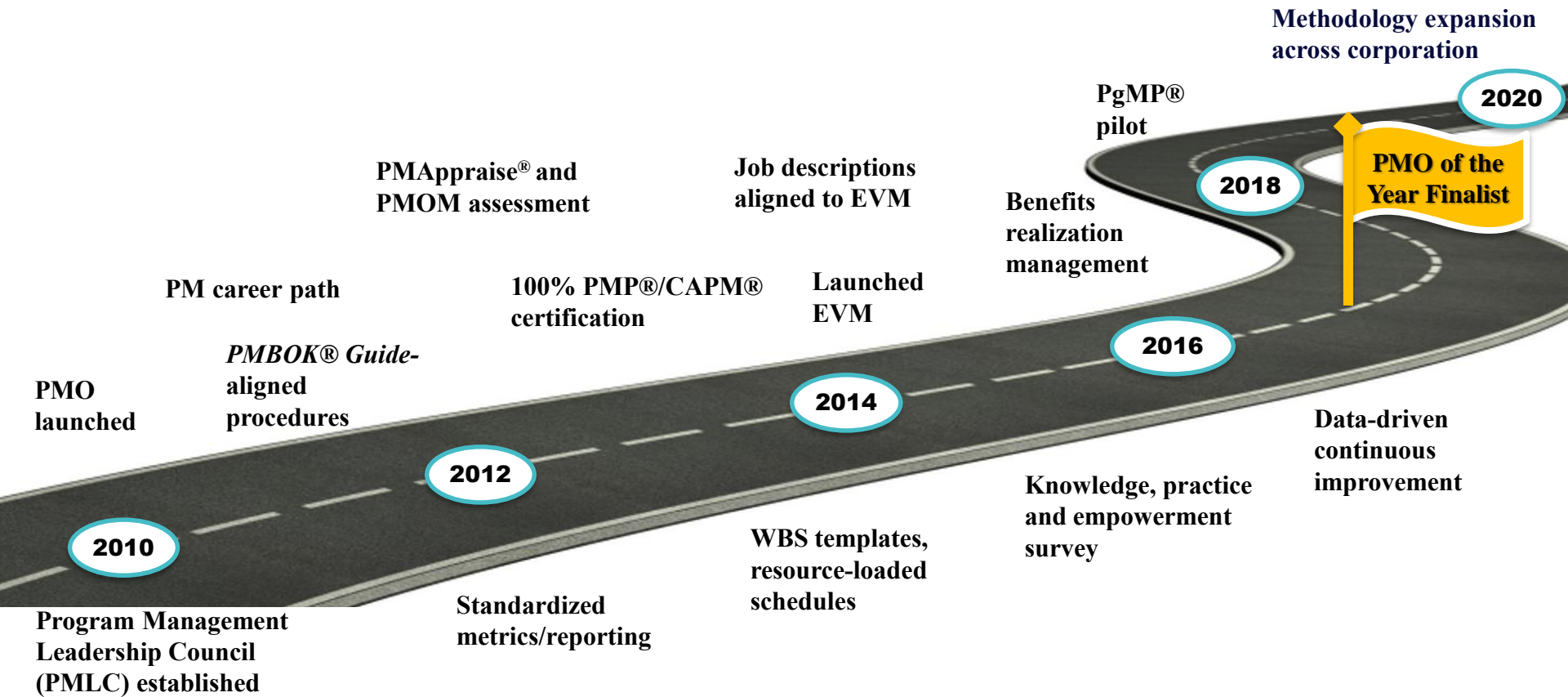
 **US \$14 billion in annual revenue**

57,000 employees

350+ locations globally

A Story of PgMP Certification

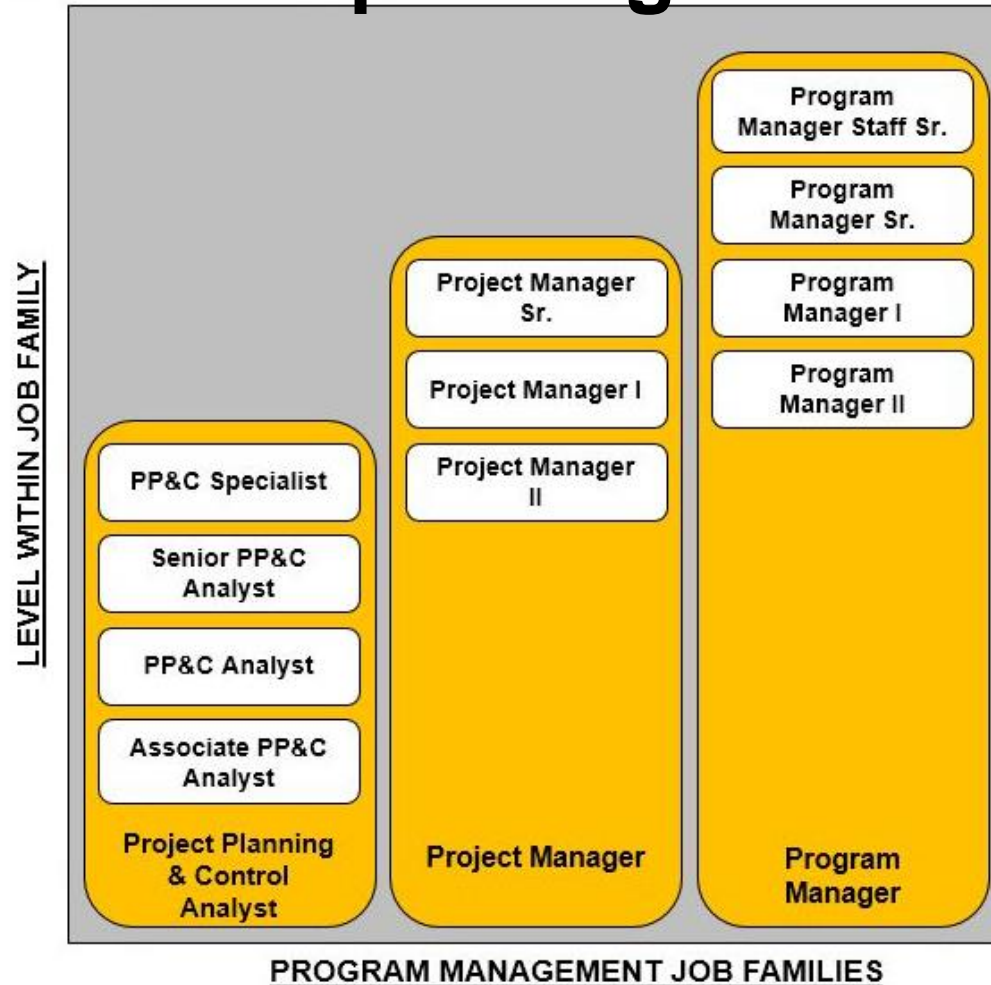
The Parker Aerospace PgMP Journey



A Story of PgMP Certification



The Parker Aerospace PgMP Journey



A Story of PgMP Certification

The Parker Aerospace PgMP Journey

- Why did Parker invest in the PgMP?
 - Expand beyond 100% PMP Certification
 - Shifting from tactical to strategic thinking
 - A need for leadership & business results
 - A dozen candidates training over 6 months
 - Webinars and practice exam simulator
 - Selected senior-most and experience PMs

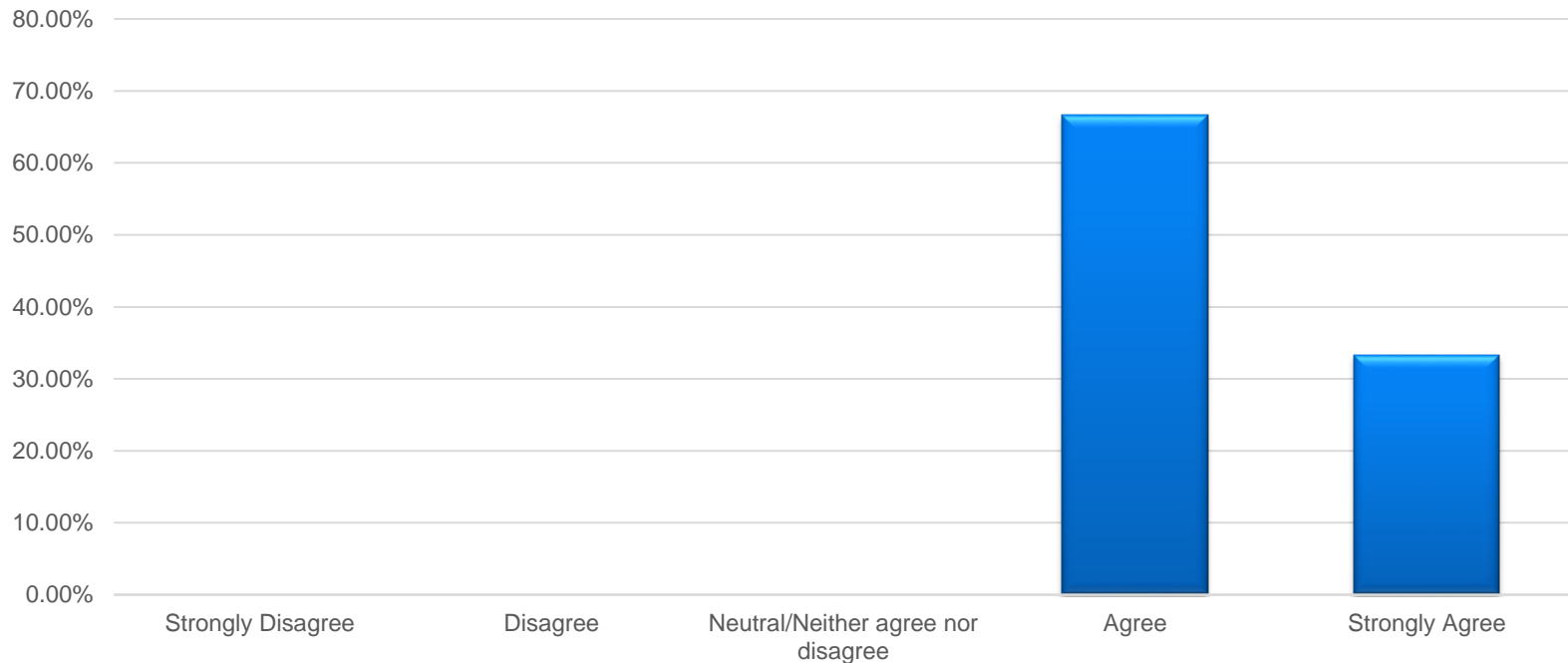
A majority obtained the PgMP

A Story of PgMP Certification

The Parker Aerospace PgMP Journey

Feedback from the participants...

The PgMP is directly relevant to my job.

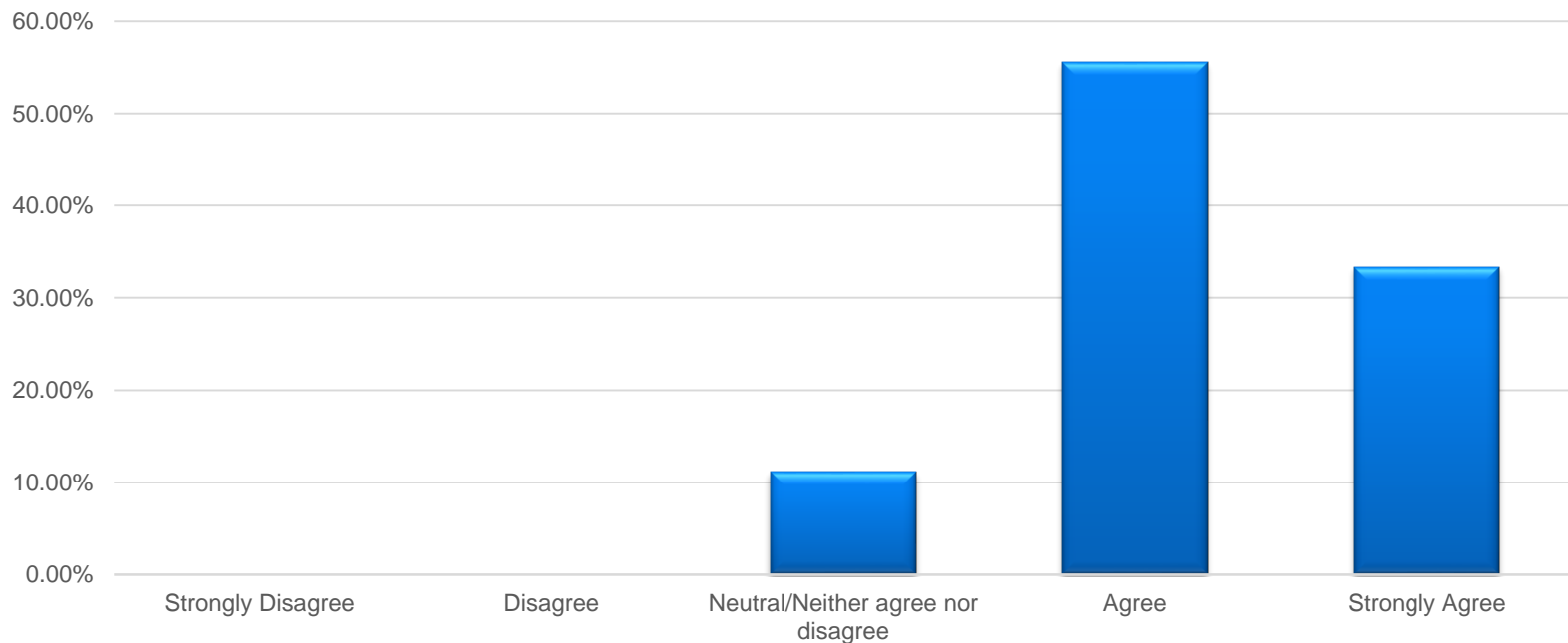


A Story of PgMP Certification

The Parker Aerospace PgMP Journey

Feedback from the participants...

I believe that this training and the PgMP will help me in my current role.



A Story of PgMP Certification

The Parker Aerospace PgMP Journey

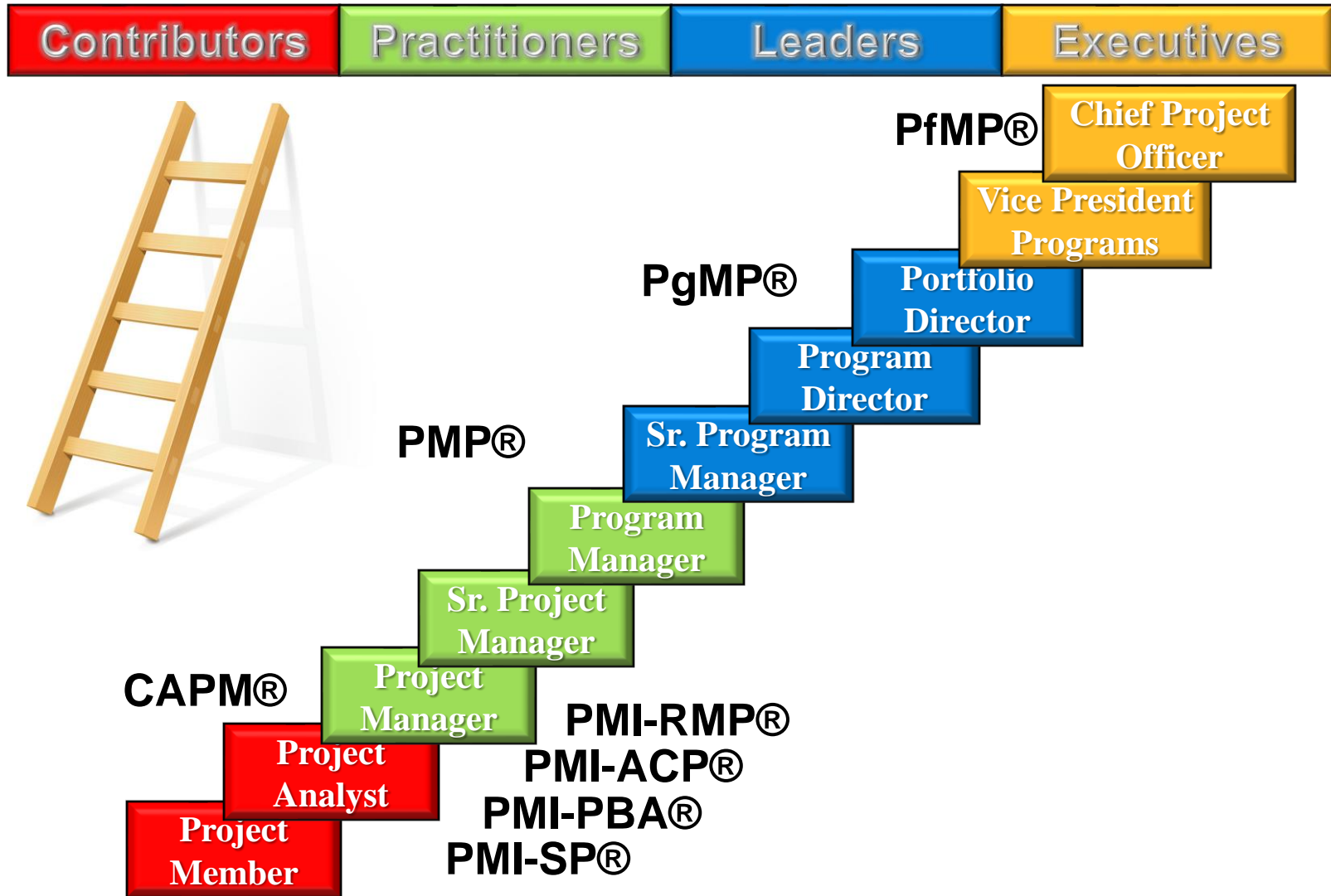
Feedback from the participants...

“I am appreciative to Parker for providing this training opportunity. I believe this training will provide dividends to Parker in the future.”

Obtaining the PgMP “provided strategies I can use.”

“This was definitely the hardest exam I have ever taken in my life!”

Why obtain the PgMP?



Why obtain the PgMP®?

- Recognition of your competency
- Fills in best practices theory for gaps in experience
- Personal growth and job satisfaction
- Sets you out amongst PMP holders
 - Only 2,692 PgMPs vs 932,720 PMPs*
- Shown to improve pay on average of 16%**

**PMI Today, August 2019*

***Mid-Year Tech Skills Value Report, Dice(2019)*

Why obtain the PgMP?

- Because it is NOT Easy!
- Builds on your tactical project management skills
- Competitive edge to your organization
- Links organizational strategy to program outcomes

Certification is proof of your ability to manage multiple, complex & inter-related projects within a program

Is the PgMP for you?

- What is PMI looking for?
 - Experience managing multiple related projects
 - cross-functional teams performing complex activities
 - Influence to achieve organizational goals
- Who should apply?
 - Experienced Program Managers
 - History of demonstrated capability (no less than 4 years)

Is the PgMP for you?

PgMP Qualifications

- Secondary Degree (high school diploma, associate's degree or the global equivalent)
 - 6,000 hours of project management experience
-
- OR
- 10,500 hours of program management experience
 - Four-year degree
 - 6,000 hours of project management experience
 - 6,000 hours of program management experience

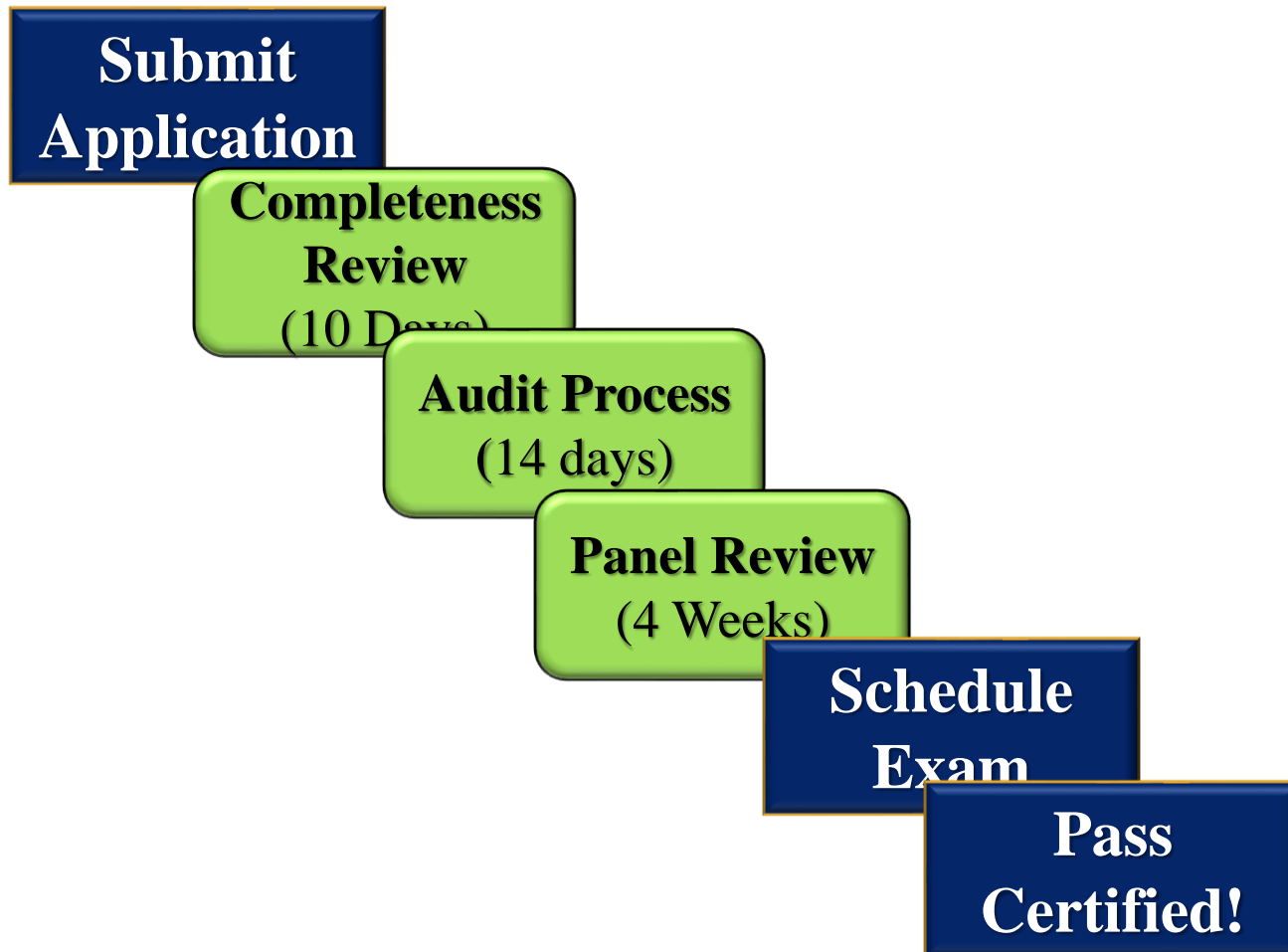
Is the PgMP for you?

The Effort

- Most Successful PgMPs spent about 140 hours in preparation – Do not underestimate this part!
- You can find a coach or course, but you will need to read and learn to pass – you must be able to think critically ...meaning you should study ~110 hours/6 months
 - Study the standard, read in multiple times
 - Study the reading material
 - Find someone to help coach you
 - Practice some form of questions – learn timing!
 - Develop a plan and stick to it

How to obtain the PgMP

- The process for certification



How to obtain the PgMP

- See if your employer will support you
 - PMI – world’s largest project management professional organization (480,000+ members)
 - Get a membership if you do not already have it
- Fees for the PgMP:

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

How to obtain the PgMP

What you need to know

The Qualifying Exam

- 4 hours – 170 questions
- Situational & Fact/Knowledge based
 - Need to think ‘the PMI way’
- 3 tries in a year, then wait 1 year and re-apply
 - 5 Domains
 - 72 Tasks
 - 41 Supporting Activities

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%

How to obtain the PgMP

What you need to know

Reference Materials needed:

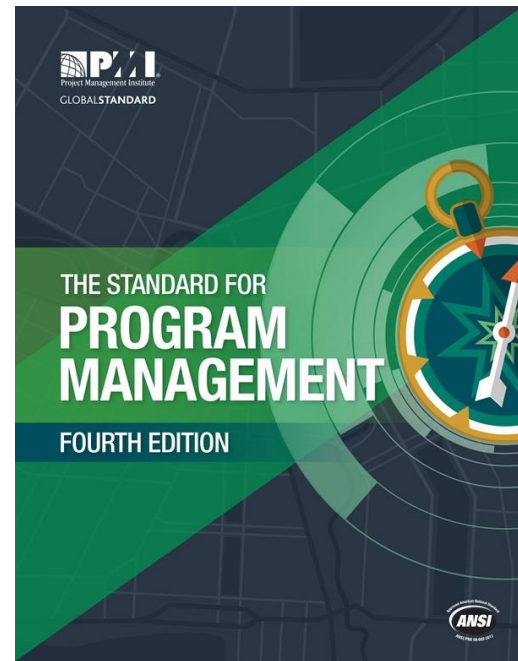
- The Standard for Program Management (4th Ed.)
- PgMP Handbook (*Download*)
- The Examination Content Outline (*Download*)
- Exam Guidance (*Review Online*)
- PMI's list of References

How to obtain the PgMP

What you need to know

The Standard for Program Management

- 1 – Introduction
- 2 – Performance Domains
- 3 – Program Strategy Alignment
- 4 – Program Benefits Management
- 5 – Program Stakeholder Engagement
- 6 – Program Governance
- 7 – Program Lifecycle Management
- 8 – Program Activities



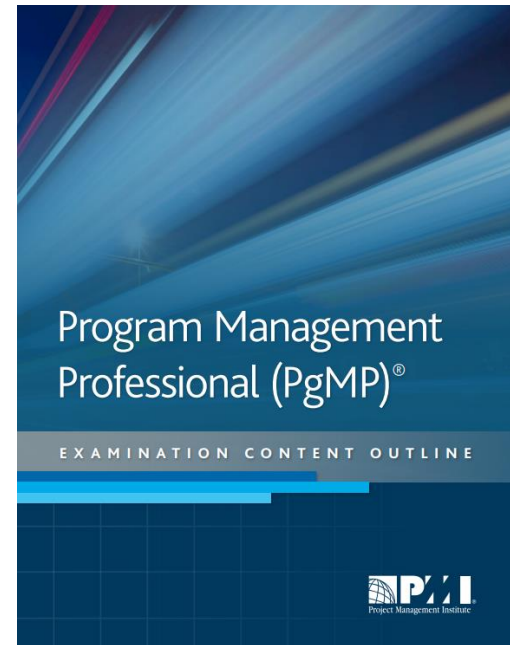
**Either Download or Buy a hardcopy and read it
cover to cover!**

How to obtain the PgMP

What you need to know

The Examination Content Outline

- Based on role delineation study of Program Management
 - Five Domains
 - 72 Tasks
 - 114 Knowledge Items
 - 23 Core Skills



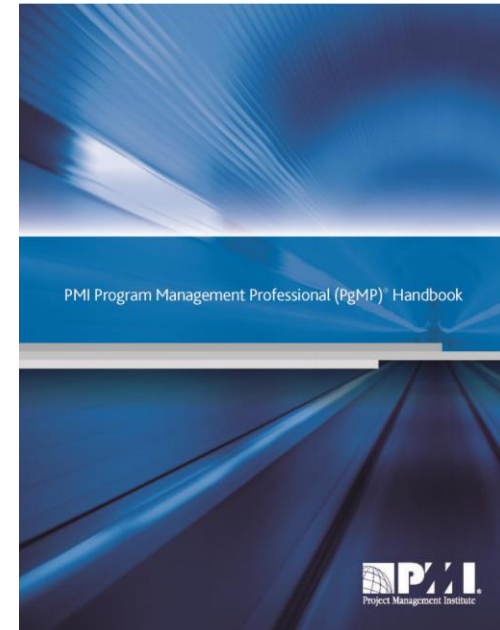
**Contains Domain knowledge, skills and tasks of
Program Management – Download it!**

How to obtain the PgMP

What you need to know

The PgMP Handbook

- Explains the Application Process
 - Audit System
 - Panel Review
 - Exam Information
 - Policies related to the PgMP

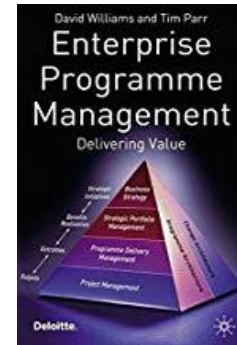


This is your guide in obtaining the PgMP®
you should read it at least once!

How to obtain the PgMP

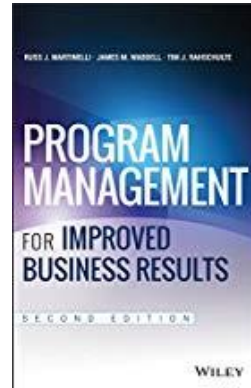
Recommended Reading

- Enterprise Programme Management
David Williams and Tim Parr, 2006

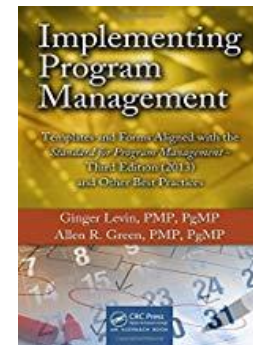


- *Program Management for Improved Business Results*

Dragan Z. Milosevic, Russ J. Martinelli, and James M. Waddell, 2014

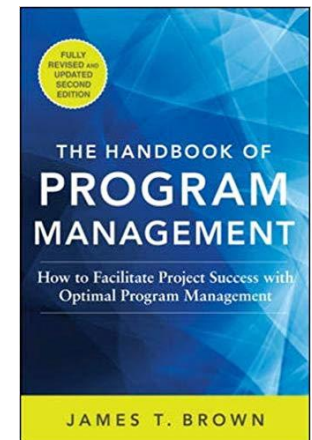
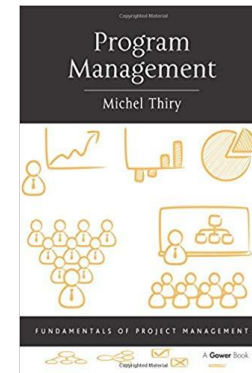


- *Implementing Program Management*
Ginger Levin and Allen Green, 2013



How to obtain the PgMP *Recommended Reading*

- Program Management
Michel Thiry, 2010
- *The Handbook of Program Management (2nd Ed.)*
James T. Brown, 2014
- *Fundamentals of Program Management*
Motoh Shimizu, 2012



How to obtain the PgMP

The Application

- Completed online at PMI.org
- Basic Information about you
- How you want your certificate titled



Building Professionalism in project management. TM
[Project Management Institute](http://www.pmi.org)
Headquarters
14 Campus Blvd., Newtown Square, PA 19071-3299 USA
Tel: +610-356-4600, Fax: +610-356-4647
E-mail: pmihq@pmi.org, Internet: www.pmi.org

Name for correspondence from PMI:

Prefix	First Name Kevin	Middle Name
Last Name Dixon	Suffix	
Preferred Phone Number	Preferred E-mail Address Kevin@aol.com	

Contact Information (Home):

Address Line 1 4002 Irvine Blvd		
Address Line 2		
Address Line 3		
City Irvine	State/Province/Territory CA	Zip/Postal Code 92612
Country United States		

Contact Information (Work):

Address Line 1 4002 Irvine Blvd		
Address Line 2		
Address Line 3		
City Irvine	State/Province/Territory CA	Zip/Postal Code 92612
Country United States		

Name as it should appear on your Certificate:

Name on Certificate Kevin James Dixon
--

How to obtain the PgMP

The Application – Tips

- Develop a way to summarize your experience
- Include your hours by program & project...

Tip: Create an Experience Spreadsheet to map your hours and ensure coverage of the domains totaling 6,000 / 10,500 hours

How to obtain the PgMP

The Application – Tips Your Experience

- Same as the PMP
6,000/10,500 hours
- List only what is needed to qualify
- Programs are made up of constituent projects
- Each project will need a contact for PMI

The image displays several overlapping screenshots of a PMI application form. The top-most screenshot shows the PMI logo and contact information for the Global Operations Center. Below it, another screenshot shows a 'Name' field with the name 'Kevin Jar...' and a 'Project' field with 'Space Shuttle'. A third screenshot shows a 'Contact' field with 'William Snook' and 'Manager/Director'. A fourth screenshot shows a 'Project Role' field with 'Program Manager'. A fifth screenshot shows a 'Summary' table with columns for 'Strategic Program Management', 'Program Life Cycle', 'Benefits Management', 'Stakeholder Management', and 'Governance'. The table contains the following data:

Strategic Program Management	Program Life Cycle	Benefits Management	Stakeholder Management	Governance
400.00	600.00	700.00	400.00	200.00

Below the table, there is a 'Project Role' field with 'Program Manager' and a 'Strategy' section with a detailed description of the Ares I Avionics Program. The bottom-most screenshot shows a 'Capsule Parachute Assembly System: Overview' table with columns for 'Budget', 'Direct Reports', and 'Direct PMs'. The table contains the following data:

Budget	Direct Reports	Direct PMs
\$45,000,000.00	35	5

The form also includes a 'Person: 2399259' label at the bottom left and a 'Generated: Aug 14, 2018 10:59 AM' label at the bottom right.

How to obtain the PgMP

The Application – Tips

- Describe how YOU applied program management practices
- Always use proper English in the first person: *“I did something...”*

Project Management Institute
Global Operations Center
14 Campus Blvd., Newtown Square, PA 19073-3299 USA
Tel: +1 610-356-4600, Fax: +1 610-482-9971
E-mail: CustomerCare@pmi.org, Internet: www.pmi.org

Name: Kevin Jarrett
Prefix: 1 (949)
Last Name: Dixon
Preferred: 1 (949)

Address: 12 ADEL
City: Irvine
Country: United States

Address: 16666 V
City: Irvine
Country: United States

Project Name: Space Shuttle
Date Started: May 2005
Project Role: Project Lead

Project Name: Space Shuttle
Job Title: Orbiter Elec
Organization: United Space
Address Line 1: 1102 John G
City: Titusville
Country: United States
Phone Number: 001 (321) 264
Contact Name: Alex Munroe
Contact Relationship: Manager/Di

Project Name: SRB C-Band B
Project Role: Project Man

Project Name: Program E
Budget: \$12,500,000.00
Date Started: Jul 2008
Project Role: Project Lead

Project Name: Work Autho
Date Started: Mar 2006

Project Name: Ares I Avionics
Job Title: Ares Control
Organization: N
Country: United Space

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Tel: +1 610-356-4600, Fax: +1 610-482-9971
E-mail: CustomerCare@pmi.org, Internet: www.pmi.org

Address Line 1: 1102 John Glenn BLVD
City: Titusville
Country: United States
Phone Number: 001 (321) 2648070
Contact Name: William Snook
Contact Relationship: Manager/Director
Contact E-mail: wsnook1@cfl.r.com
Contact Phone Number: 001 (407) 3802202

Ares I Avionics: Project Details				
Strategic Program Management	Program Life Cycle	Benefits Management	Stakeholder Management	Governance
400.00	600.00	700.00	400.00	200.00

Project Role: Program Manager

Strategy
The Ares I Avionics Program coupled the Ares Video Project and the Ares Altitude Switch Assembly (ASA) Project together to achieve synergies from the resources available during the development, design, test, and evaluation of both projects. The Avionics Program was part of a larger program called Ares, which was an effort to develop the next launch vehicle for NASA as a replacement for the Space Shuttle fleet. The strategic program goals were to reduce cost and estimated resources through optimized grouping of both project resources. In addition, the aggressive Ares Program schedule required that parallel efforts from both projects be optimized to reduce risk of schedule slip and to reduce the proposed cost of both projects by utilizing resource sharing. Consolidated management and resources available reduced the required overhead of each project by nearly twenty percent. The Ares Video Project was an effort originally estimated at around \$10M to develop multiple hardware components that would deliver the ascent video system for the Ares Launch Vehicle. Once folded into the Avionics Program, budget was set at \$8M for the project and the schedule was reduced from the original estimates by nearly 3 months. The Ares ASA Project used some heritage design that was not completed from the Space Shuttle Program and originally estimated at \$8M. The ASA project continued the original development effort to deliver an integrated system that controlled the descent of the Ares I First Stage Launch Vehicle for recovery. The resulting ASA Project budget was approximately \$4M. Both projects began with the initiation of the Ares Program and were to develop and certify the design of systems hardware for the Rights of Ares I-X, Ares I-Y, and Ares I. Both project teams were led by engineering project engineering leads who reported to me for both scope of work and budget within their respective projects. The Avionics Team employed 12 individuals while the ASA Team employed 6. Both projects used suppliers for hardware design, support and testing.

Capsule Parachute Assembly System: Overview		
Budget	Direct Reports	Direct PMs
\$45,000,000.00	35	5

Person: 23992591
Person: 23992592
Person: 23992593
Person: 23992594
Person: 23992595

Person: 23992591/Application: 1698067
Page 6 of 12
Generated: Aug 14, 2018 10:59 AM

How to obtain the PgMP

The Application – Tips

- You get up to 350 words touching all aspects for each example – use them wisely and be concise!
- Be cautious you do not list project management processes or tasks, only use program management practices

The image displays several overlapping application forms from the Project Management Institute (PMI). The forms are for various projects and include fields for personal information, contact details, and project-specific data. The projects listed include Space Shuttle, SRB C-Band B, Program E, Ares I Avionics, and Capsule Parachute Assembly System. The forms are filled out with specific details for each project, such as dates, budgets, and contact information.

Project Management Institute
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Tel: +1 610-356-4600, Fax: +1 610-482-9971
E-mail: CustomerCare@pmi.org, Internet: www.pmi.org

Name
Prefix
Last Name: Dixon
Preferred: 1 (949)

Contact
Address: 12 ADEL
City: Irvine
Country: United States

Attainment
Highest Level: Masters
Name of Project: Embry R
Address Line 1: 600 Sou
City: Daytona
Country: United States

Space Shuttle
Date Started: May 2005
Project Role: Project Lead

Space Shuttle
Job Title: Orbiter Elec
Organization: United Space
Address Line 1: 1102 John G
City: Titusville
Country: United States
Phone Number: 001 (321) 264
Contact Name: William Snook
Contact Relationship: Manager/Director
Contact E-mail: wsnook1@cfrr.com
Contact Phone Number: 001 (407) 3802202

SRB C-Band B
Project Role: Project Manag

Program E
Ares I Avionics
Budget: \$12,500,000.00
Date Started: Jul 2008
Program Role: Program Man

Ares I Avionics
Job Title: Ares Control
Organization: United Space

Capsule Parachute Assembly System: Overview
Budget: \$45,000,000.00
Direct Reports: 35
Direct PMs: 5

Person: 23992591
Person: 23992591
Person: 23992591
Person: 23992591/Ap

Page 6 of 12
Generated: Aug 14, 2018 10:59 AM

How to obtain the PgMP

The Application – Tips

- Give solid examples of tasks from the standard or the ECO Avoid projectization!
- Use language such as, “I developed a change board process...”
- Have someone else proofread it before submitting

The image displays several overlapping screenshots of a PMI application form. The top-most screenshot shows the PMI logo and contact information for the Global Operations Center. Below it, another screenshot shows a 'Name' field with 'Olson' and a 'Prefix' field. A third screenshot shows a 'Contact' section with fields for 'Address', 'City', 'Country', and 'United States'. A fourth screenshot shows a 'Project' section with fields for 'Project Name', 'Date Started', 'Project Role', 'Project Lead', 'City', 'Country', 'United States', 'Phone Number', 'Contact Name', 'Contact Relationship', and 'Contact E-mail'. A fifth screenshot shows a 'Work Author' section with fields for 'Date Started', 'Mar 2006', and 'Ares I Avionics'. A sixth screenshot shows a 'Space Shuttle' section with fields for 'Project Name', 'Date Started', 'Project Role', 'Project Lead', 'City', 'Country', 'United States', 'Phone Number', 'Contact Name', 'Contact Relationship', and 'Contact E-mail'. A seventh screenshot shows a 'Program E' section with fields for 'Project Name', 'Date Started', 'Project Role', 'Project Lead', 'City', 'Country', 'United States', 'Phone Number', 'Contact Name', 'Contact Relationship', and 'Contact E-mail'. A eighth screenshot shows a 'Capsule Parachute Assembly System: Overview' table with columns for 'Budget', 'Direct Reports', and 'Direct PMs'. The table contains the following data:

Budget	Direct Reports	Direct PMs
\$45,000,000.00	35	5

The bottom-most screenshot shows the footer of the application with the text: 'Person: 2399259/ Application: 1698067', 'Page 6 of 12', and 'Generated: Aug 14, 2018 10:59 AM'.

How to obtain the PgMP

The Application – Tips

- PMI audits ~30-50% of PgMP Applicants
- You have a good chance to be audited – be ready!
- Be prepared to gather your information & to respond quickly

The image displays a collage of overlapping screenshots from the PMI PgMP application system. The forms include:

- PMI Contact Information:** Project Management Institute, Global Operations Center, 14 Campus Blvd., Newtown Square, PA 19073-3299 USA. Tel: +1 610-356-4600, Fax: +1 610-482-9971, E-mail: CustomerCare@pmi.org, Internet: www.pmi.org.
- Personal Information Form:** Fields for Name, Prefix, Last Name (Dixon), Preferred (1 (949)), Address (12 ADEL), City (Irvine), Country (United States), and Contact details (City: Daytona, Country: United States, Address: 16666 V, City: Irvine, Country: United States).
- Project Details Form:** Fields for Project Name (Space Shuttle), Date Started (May 2005), Project Role (Project Lead), Address (1102 John Glenn Blvd), City (Titusville), Country (United States), Phone Number (001 (321) 264-8070), Contact Name (William Snook), and Contact Relationship (Manager/Director).
- Program Details Form:** Fields for Project Name (SRB C-Band B), Project Role (Project Manager), and Contact Name (Alex Munroe).
- Space Shuttle Project Summary:** Project Name (Space Shuttle), Date Started (Jul 2008), Project Role (Project Lead), Budget (\$12,500,000), and Job Title (Ares Control).
- Ares I Avionics Project Summary:** Project Name (Ares I Avionics), Date Started (Mar 2006), Project Role (Program Manager), and Job Title (Ares Control).
- Capsule Parachute Assembly System: Overview:** Budget (\$45,000,000.00), Direct Reports (35), and Direct PMs (5).
- Ares I Avionics: Project Details:** Strategic Program Management (400.00), Program Life Cycle (600.00), Benefits Management (700.00), Stakeholder Management (400.00), and Governance (200.00).

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How to obtain the PgMP

The Application – Tips

- Various Audit Types
- A third party needs to sign audit forms & return to PMI
- If you list a degree be prepared with transcripts
- Expect about a week or two for processing/ follow-up

The image shows a stack of overlapping Project Management Institute (PMI) application forms. The forms are for the PgMP certification and include sections for personal information, project details, and a summary table for the Ares I Avionics project.

Project Management Institute
Global Operations Center
14 Campus Blvd., Newtown Square, PA 19073-3299 USA
Tel: +1 610-356-4600, Fax: +1 610-482-9971
E-mail: CustomerCare@pmi.org, Internet: www.pmi.org

Name
Prefix: [Blank]
Last Name: Dixon
Preferred: 1 (949)

Address
Address Line 1: 12 ADEL
City: Irvine
Country: United States

Project Details
Project Name: Space Shuttle
Date Started: May 2005
Project Role: Project Lead
Job Title: Embry Riddle
Organization: United States
City: Daytona
Country: United States

Contact Information
Address Line 1: 16666 V
City: Irvine
Country: United States

Project Details
Project Name: SRB C-Band B
Date Started: [Blank]
Project Role: Project Manager
Job Title: Alex Munroe
Organization: United States
City: [Blank]
Country: United States

Project Details
Project Name: Ares I Avionics
Date Started: Jul 2008
Project Role: Program Manager
Job Title: Ares Control
Organization: United States

Summary Table

Ares I Avionics: Project Details				
Strategic Program Management	Program Life Cycle	Benefits Management	Stakeholder Management	Governance
400.00	600.00	700.00	400.00	200.00

Project Details
Project Name: Capsule Parachute Assembly System: Overview
Budget: \$45,000,000.00
Direct Reports: 35
Direct PMs: 5

Person: 2399259/ Application: 1698067
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Ready for the challenge?

Take your next steps...

- Skim the PMI Standard for Program Management, the ECO & the sample questions @ PMI.org
- Set a target date to be certified
- Study the standard to understand the key terms and find a PgMP coach
- Go to PMI.org and start your application
 - Gather your experience to satisfy the hours by domain
 - Work on the experience summaries – focus on strategy, benefits delivery, program governance, stakeholder expectation management
- Read the standard & ECO (*Read to understand – cover to cover*)

PgMP® Discussion

- Questions?



Thank you



Kevin Dixon, PMP[®], PgMP[®], PfMP[®],
Director of Program Management
Kevin.j.dixon@parker.com