

PgMP Application Writing Tips and Guidance  
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**Addon Skills**



**Expert Industry  
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**Training At  
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**Rich Training  
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Support**

Refer PMI Program Management Professional (PgMP) Handbook before starting PgMP application. Follow link to download this handbook. <http://www.pmi.org/-/media/pmi/documents/public/pdf/certifications/program-management-professional-handbook.pdf>

Remember your application will expire in 90 days if started online and not submitted to PMI for Audit and you will lose all saved data and you have to begin once again from start.

Audit Process: PMI audits every application which doesn't mean every PgMP candidates will be selected for Audit Review. Audit review is random but Audit process is mandatory.

Audit results will be declare in 3 to 5 working days post application submit or after submission of your Audit forms if selected for Audit review.

You don't have to Pay any fees to PMI while submission of your application. Fees payment is only applicable once your application is cleared from Audit by PMI.

The purpose of Audit processes is evaluate your education background, project and program management experience hours as per PMI guidelines as mentioned in the PMI-PgMP handbook. At this stage your program management experience summary will not be assessed at all.

Panel Review: Your Panel review will only start once you make the fees for PgMP certification. During this stage only your Program details and experience summary will be reviewed.

Panel review may take approximately 4 weeks for results and this is first evaluation stage by PMI toward you becoming PgMP certified.

Once you Panel review gets clear, you will receive eligibility code to schedule your PgMP second evaluation which is exam. Remember you have one year to write your exam from the date you pass the panel review. You can take exam 3 times during this one year. To schedule your exam you needs to visit [www.prometric.com](http://www.prometric.com) website with you eligibility code.

## PgMP Eligibility Requirements

<b>Educational Background</b>	<b>Project Management Experience</b>	<b>Program Management Experience</b>
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**
<b>OR</b>		
<b>Educational Background</b>	<b>Project Management Experience</b>	<b>Program Management Experience</b>
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**



## PgMP Eligibility Requirements....Continue

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\*Remember while mentioning project start and end date under your Project Management experience section of your application, if more than one projects are mentioned then there should be Finish-to-Start relationship between them, which means no lead time or overlap allowed.

\*Remember your Project Management Experience hours should not overlap with your Program Management Experience hours which means Project Management experience should be prior to the Program Management experience. You can't show in last four years 6,000 hour of Project and Program experience both.

\*\*Remember while mentioning program start and end date under your Program Management experience section of your application, if more than one program are mentioned then there should be Finish-to-Start relationship between them, which means no lead time or overlap allowed.

\*\*\*Also remember you need to mention more than one project under your Program Management Experience details section and here these projects may have Start-to-Start, Finish-to-Start, Finish-to-Finish relationship.

## How to Calculate Project or Program hours

Duration	Hours	Remark
1 day	8 hours	
1 week	40 hours	Sat & Sun not counted
1 months	168 hours	Approximately 21 days
1 year	2016 hours	12 months.

Your Project Management experience hours should be distributed into 5 process groups such as Initiation, Planning, Execution, Monitoring & Controlling, and Closing. While distributing hours, highest weightage to be given to Monitoring and Controlling, Execution, Planning, Initiation and Closing process group in this recommended sequence. Although this sequence may change based on individual Project Management experience and other factors.

Your Program Management experience hours should be distributed into 5 performance domain such as Program Strategic Alignment, Benefits Management, Stakeholder Engagement, Governance and PLC. While distributing hours, highest weightage to be given to PLC, Stakeholders, Governance, Benefits and Strategic alignment in this recommended sequence. Although this sequence may change based on individual Program Management environment and other factors.

## PgMP Certification Fees

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Exam Administration Type	PMI Member Status	US Dollars	Euros
Computer-based testing (CBT)	member	\$800	€655
Computer-based testing (CBT)	nonmember	\$1,000	€815
Paper-based testing (PBT)	member	\$700	€570
Paper-based testing (PBT)	nonmember	\$900	€735
Reexamination CBT	member	\$600	€490
Reexamination CBT	nonmember	\$800	€655
Reexamination PBT	member	\$500	€410
Reexamination PBT	nonmember	\$700	€570
CCR certification renewal	member	\$60	USD only
CCR certification renewal	nonmember	\$150	USD only



Program Description and Experience summary has limitation of 500 words. Which means your Program description and 5 (Five) performance domain experience summary can't exceed this prescribed words count limit.

Remember you don't have to describe your project experience summary as provided while submitting your PMP exam application form. I hope you remember that the limit there of Project experience description was 500 character not 500 words.

You can mention 1 or more program for your experience summary which depends on the duration of the program you have performed. Just one program is perfectly OK if that was performed for more than 3 years. If you have less than three years of experience in your current organization then you must describe two programs.

You need to first select Program name from the Program Dropdown list for which you are writing performance domain experience summary and as much as possible mention actual metrics, actual stakeholders, your actual governance experience, etc.,.

You have two option, A or B which are nothing but Program Management tasks for every performance domain and you are free to choose any of the options for your experience writing toward Panel review process.

Please **do not copy-paste** statements from SPM (Standard for Program Management) or ECO otherwise the application will be rejected at Panel review stage. You need to paraphrase the statements in your own language.



Every PgMP aspirant will get the same Options for all 5 performance domain.

Remember the Options are all written in **Past tense** which means you have program management experience of the past.

Remember you should write your experience summary as first person which means you have performed the Strategic alignment, Benefits Management, Governance, Stakeholder Engagement and PLC tasks yourself.

It is recommended that your Program description and Experience summary write-up reaches close to 500 words or at least above 350 words. Maximum word count limit is 500 words only.

It is recommended that you don't use any jargon or terminology which are specific to your industry because your application can go for panel review to any part of the world and the reviewer may not from your industry and who may not understand these jargon.

Program Strategy section should clearly mention Program Vision, Mission, Strategic objectives and Benefits for which program has been started in the past.

If the program you are mentioning is for your customer and not for your own organization, even in that case, this section should mention your organization strategic objectives for which they are doing this program for customer. Remember, because this program was aligned to your organization strategic objectives that is the reason this program was approved by your portfolio governance board.

Briefly introduce the organization, customer and then detail the reason for which this program was started.

In this section you should not mention anything such as you prepared any program documents like Business case, charter, program management plan, ., because that will be part of experience summary section of the performance domain.

**Option A: Developed program justification and business case in alignment with the organization's strategic plan**

This task or question is asking, how you developed Program Business Case which aligned your program with the organization strategic plan.

Start your experience summary by mentioning that your Portfolio Governance board has issued you Program Mandate which documented Strategic Objectives and Benefits for which Program was conceptualized.

Also mention, through this Program Mandate document you were authorized to use organizational resource to justify the viability and feasibility of the program benefits by developing Business Case.

Remember Business Case justifies Benefits, Cost, Timelines, Resources, Risk, Assumptions, organization capability, enterprise environmental factors (Inter to the Organization and External to the organization) consideration which can positively or negatively impact the program, etc.,.

While writing application please refer ECO (Exam Content Outline) task from Strategic Program Management which can help you in writing best experience summary.



Please just don't mention what you did as part of Business Case development but most important aspect to reveal is how you did.

You can mention Stakeholder meetings, brainstorming sessions, focus groups sessions etc., done by you while understanding cost, assumptions, resource requirements, time justification, environmental assessments, etc.,

You can also mention "I" used historical information such as past program business case while development of this Business Case which gave good reference and also helped in standardization of documents.

I did SWOT analysis of the organization as part of Business Case development, Comparative Advantage analysis, market analysis, competitor analysis, etc.,

As much as possible, please give reference of program you have describe in Program Strategy section rather than a generic program, which will give lots of hints to panel review team about your real program experience.

Please don't mention you guided, helped, delegated, etc., to the development of Business Case but you should mention everything "I" did as part of Business Case development.

**Option 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.**

This task is from Program Benefits Delivery Phase so restrict your experience writing to Benefits delivery phase activities only.

Remember Program Strategic alignment is continuous activity, if at any phase of the program, it is not aligned to the organization objectives then the program will get terminated. Enterprise Environmental factors can cause this alignment change at any point during the program lifecycle.

Monitoring Business Environment basically means enterprise environmental factor which are internal or external to the organization which can positively or negatively impact program benefits delivery or program dis-alignment from the organization's strategic objectives.

PEST-LEED: Political, Economical, Social, Technological, Legal, Environmental, Ethical, Demographical factors are external factor which can impact program positively or negatively.



Internal factors are your organization culture, PMIS, management commitments, etc., which you monitored to ensure your program benefits delivery and strategy alignment.

You can mention phase-gate review meeting, periodic health check meeting, audits, performance reporting, etc., to monitor business environment, program goals and benefits realizations.

You can also mention, monitored program goals and benefits realization by continuous stakeholders engagement activity.

Retrospection on feedback shared by customers or stakeholders and timely actions on concerns raised helped you to ensure program objective alignment with organization's strategic alignments.



### **Option A: Defined and monitored benefits realization measurement criteria**

This task is from Program Preparation and Benefits Delivery Phase so restrict your experience writing to these two phase activities only.

This task or question is asking from you, how you defined and monitored benefits realization measurements criteria which also means benefits metrics, benefits Key performance indicators (KPI's), etc.,.

You can begin writing experience summary by mentioning, you referred Benefits register which you prepared during benefits identification phase. Don't mention too much on Benefits register development related activities because that is not what the question asking from you.

Mention "I" defined the benefits metrics by carefully analyzing benefits with concern stakeholders by doing meetings, brainstorming, focus group sessions with them.

Further mention, during the stakeholder meeting "I" also focus on "Method of measurement" of benefits metrics which helped building consensus on the defined metrics among all stakeholders.

You can also mention, Expert judgement from governance board team, SMEs, independent consultant were also involved by me to define the right metrics for each of the identified benefits.

Knowledge Management systems consists of experiences, metrics from past similar Program also helped in defining Benefits measurements criteria or metrics.

You can write a paragraph that this benefits analysis also helped in development of Benefits realization plan which further helped in tracking or monitoring of benefits.

Now, focus on monitoring part of metrics. Mention "I" monitored the metrics by putting them as an agenda item on every status review meetings, customer meetings, etc.,

You can also mention Phase-gate review meeting also helped in monitoring and appropriate action on metrics.

I performed trend analysis, forecast analysis, risk analysis regularly to monitor the benefits.

I configured PMIS system such a way so it send automatic trigger/alerts on performance metrics which helped in proactive monitoring of benefits.

### **Option B: Identified opportunities that resulted in optimized program benefits**

This task is from Program “Benefits Delivery” phase because question is asking how you have optimized the benefits which means benefits realization plan is already approved and baselined. So, restrict your experience writing to Benefits delivery phase activities only.

While writing experience summary for this task you should remember, don't mention changes which are initiated to protect the baseline but focus on those changes which will change the baseline to optimized the benefits for the organizations.

You can mention, enterprise environmental factors which created opportunity to optimized the program benefits for the organization. Environmental factors such as technological change, internal management change, political change, economical change, social change, etc.,.

Social factor such as better relation with Vendors, Sponsors, Customers etc., which helped to optimized the program benefits.,.

You can also mentioned regular training, mentoring, recognition, documents with program management team and stakeholders all helped in enhancing benefits.

Regular stakeholders meeting and fostering the relation helped in optimizing the benefits.



### **Option A: Identified and analyzed program stakeholders**

This task is performed across the Program life-cycle because stakeholder are identified during program Charter development to program management plan development and also during delivery and transition phase.

Stakeholders identifications tools are organizational analysis, meetings, questionnaires' and surveys, focus group sessions, etc.,

You can perform documentation analysis to identify stakeholders. Documents such as Contract documents and Business case documents can greatly help in stakeholder identification.

Kick-off meeting is another tool to identify stakeholders and familiarize them to program objectives.

Stakeholder analysis tools such as Power/Interest map, Power/Influence Map, Salience Model, etc., can help in stakeholder identification and analysis as well.

As part of stakeholder analysis, do mention you analyzed stakeholders organization culture, their attitude toward program, their support or opposition analysis, etc.,

You can also mentioned, while analyzing stakeholder I have also identified engagement metrics to help understand and manage their current and desire engagement level.

You can also mention, during program transition, I have performed multiple workshops with customers or operation team to analyze their acceptance for program benefits sustainment's.

Contract negotiation activity with vendors or sellers also helped in analyzing and understanding their needs and expectations.

Competitor analysis who are also an important program stakeholders greatly help in delivering program benefits.

### **Option B: Developed clear expectations and program acceptance criteria with program stakeholders**

Via this task, panel review team will know your experience on how you developed clear expectations and program acceptance criteria with program stakeholders.

Remember if expectation and acceptance criteria are not clear or there is no buy-ins or concurrences between stakeholders then program will never able to achieve its desire Visions, Missions, Objectives, etc.,.

In order to develop clear acceptance criteria as a program manager you needs to create details method of measurements for these acceptance criteria and sign-off to be obtained.

Appropriate thresholds to be defined for acceptance criteria to ensure buy-ins.

You will also have to create prototype of product or services to ensure there is no ambiguity and expectation are very clear.

Design of experiments of product or services with stakeholder can also help in setting clear expectations with program stakeholder.

Defining statistical sample size to measure the product quality, benchmarking the standards of the products or services can also help in clearly setting expectations for the products or services.

As how part of these you can mention meeting, brainstorming, focus group, etc., techniques with stakeholder.



### **Option A: Established and adapted the program governance model**

This task is from Program Preparation Phase so restrict your experience writing to Preparation phase activities only.

Governance Model means, how the governance board will perform the program management activity which will ensure delivering program objectives. Such activities are Program and project management policies and procedure development, review mechanism such as phase-gate and/or health check reviews, system developments such as PMIS, external and internal audits to ensure compliances with finance, quality, processes, documentations, etc.,.

As part of governance model, you will also establish or define ground rules for meetings and their actions resolutions timelines.

As part of Governance model, I have, only on-boarded those stockholders as part of governance team who have authority to take decisions related to their functions and also defined composition which means minimum or maximum participation numbers and attendance in governance meetings.

Exit criteria of phases, frequency of governance board meeting, mandatory participation, communication procedures with program stakeholder are all defined as part of governance model for program to ensure program benefits delivery.

As part of adaptation, you can mention your governance model was adapted from industry best governance practices or organizational governance model to ensure maximum alignments.

Established appropriate authority/thresholds level to ensure no conflicts of roles and responsibility between program manager and governance board.

Issues escalation procedure and matrix establishment to ensure Issues are handled at appropriate level.

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

This task is performed across the Program life-cycle because Risks are identified during program Charter development to program management plan development and also during delivery and transition phase.

You can mentioned I have referred Stakeholder register as an input, Business Case, Program Charter and contract documents to start identifying risks to the program benefits delivery.

During preparation phase I have identified Risks by review all subsidiary plans such as cost management plan, Schedule management plan, Quality Management Plan, Human Resource Management Plan, etc.,

Risk urgency assessments, risk probability and impact assessments, assumptions assessments, Diagraming techniques everything's else help in Risks identification and evaluations.

Governance board meetings and audits have also helped in Risks evaluations.

Refer PMBOK guide for further understanding of Input and tools & techniques related to Risk Identification and Evaluation procedure.



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

This task is from Program Benefits Delivery Phase so restrict your experience writing to Benefits delivery phase activities only.

Via this task, Panel review team wants to know your experience on how you managed and optimized the program resources.

Human resource management approach are giving them career alignment, appreciations of works, rewards, etc.,

To optimized human resource, you should identify right trainings, regular function overview, feedbacks sessions, etc.,.

You can also mention resource levelling and smoothing's for resource optimizations.

Expectancy theory, Abraham Maslow theory, Herzberg theory, etc., used to manage program resources.

Financial resource management and optimization was done by looking into financials audits reports and NCs given by auditors.

Facility was also a critical program resources which I managed by Shift wise duties, work from home policies implementations, etc.,.

Material resource I managed by JIT (just in time) delivery approach rather than maintaining assists inventory.

Equipment's resources I managed by renting, procuring, or sharing whenever possible during program life cycle.

### **Option B: Managed and resolved program-level issues and issues escalated from component project(s)**

This task is from Program Benefits Delivery Phase so restrict your experience writing to Benefits delivery phase activities only.

Issues if not addressed they will turn into Risks hence I managed Issues carefully as and when they appeared into Program or escalated from components projects.

Issues are managed and escalated as per Issue escalation processes and procedures.

Issue Impact analysis were performed for every Issues identified so they can be prioritized for actions.

Confrontation or Problem solving techniques were prominently used to managed Program and Project Issues.

Many a time forcing techniques also used to managed and resolved Issues if that warrants.

Schedule was most important source of conflicts identified which caused maximum issues during program life cycle which I managed by fast tracking, crashing and other techniques to avoid such issues.

Issues related to stakeholders expectations were managed by regularly communicating, negotiation and conflicts resolutions techniques.



# Addon Skills



**Thank You**