

How to Use Military Experience to Qualify for the PMP® Exam

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Prologue

At some point in your military career, you managed a project, probably more than one, and probably many more than you think are possible. It doesn't matter what branch of service you were in, what your Military Occupational Specialty (MOS) was, what rank you were, or how long you served - you did, in fact, lead and direct project tasks on many occasions. How do I know? Because I have been-there-done-that. After serving 24 years on active duty as an enlisted Marine, I converted my military experience into the hours needed to qualify for the Project Management Professional (PMP®) Exam! I passed the test, was awarded the PMP credential, and have enjoyed a lucrative career as a project manager and trainer ever since. This ebook will explain how I did that, and how you may be able to achieve similar results.

My PMP Transition Story

A brief history of my military career and how I attained the Project Management Professional (PMP®) credential should be helpful to orient your thinking about how your military experience may also support you qualifying for the PMP.

I enlisted in the United States Marine Corps (OORAH!) in 1985 and retired 24 years later in 2009 as a Master Gunnery Sergeant/E-9. Like most career military people, I wore many hats during my service, went many places, and did some very unusual things. Initially trained as an Avionics Technician, I spent several years fixing aircraft before going on instructor duty to teach other entry-level Marines and Sailors the basics of Avionics troubleshooting and repair. After 3 years of teaching, I went back to fixing aircraft and supervising an Avionics work center. Later moved to the Quality Assurance shop, I gained an in-depth understanding of every technical discipline in aircraft maintenance, and thought that aviation maintenance would be my long-term career field. But, the Marine Corps decided to make me a salesman instead and sent me on 3 years of recruiting duty. By the grace of God, I survived my recruiting tour, and went back to the fleet as a Master Sergeant Avionics Chief. At that point, I was more involved with managing an Avionics Division rather than fixing planes, and never really turned a wrench on an aircraft again.

As my management duties increased, I was tapped to transfer to Headquarters, Marine Corps (HQMC) at Quantico, VA to serve as an Enlisted Assignments Monitor responsible for the assignment of about 4,000 Marines in the Avionics and Flight Equipment fields to over 170 units world-wide. It was there that I gained the knowledge that ultimately served as the catalyst for my introduction to civilian project management. My last assignment was back in the fleet serving as the senior enlisted leader of the largest Avionics Division in the Corps with 350 Marines supporting more than 100 combat aircraft. I had a great career, traveled to many exotic places, served two combat tours, and was at the pinnacle of the enlisted rank structure. Still, I had no clue what I was going to do with myself when I finally made the transition to a civilian career, and it was much harder than I thought.

When I retired from the Corps, I found myself struggling to turn all my unique military experience into a coherent and congruous statement of value that civilian employers would understand and desire. I think most of us have a really hard time

with that because we know we have a ton of great experience and solid professional skills, but finding where we fit in the civilian world is elusive and frustrating. In my case, I floundered around for almost 2 years before networking gained me a decent job with a company called CGI Federal who wanted to leverage specific manpower knowledge I had gained from working at HQMC. I was hired as a subject matter expert on a software development contract CGI was performing for the Marine Corps. That was ok with me; I was very appreciative of the opportunity; but, I knew that would only take me so far. I was going to need to broaden my appeal to employers beyond my military-specific expertise to get a solid foothold in the strange, new civilian world. Luckily, some much-needed mentoring from fellow Veterans at CGI turned me on to the PMP credential.

As I initially looked at the experience requirements just to sit for the PMP exam, I thought I would never be able to meet them. But, a retired Chief Warrant Officer at CGI told me different, and said that much of my military experience would definitely meet the criteria of "leading and directing project tasks", which is what the Project Management Institute (PMI®) is looking for. So, I took his advice, documented my military "projects", and within a week of submitting my application to PMI, I was approved to take the PMP exam.

A few of the military projects I used to meet the experience requirements were:

- Restructuring an Avionics Division to create better workflow and managerial control
- Leading the implementation of the Litening Targeting Pod in the first Marine Corps Harrier Squadron to use it
- Staffing several units for deployment lock-on for Operation Iraqi Freedom
- Identifying a critical future staffing shortage in the EA-6B Prowler community and briefing the Deputy Commandant for Manpower & Reserve Affairs on potential courses of action (COA)
- Steps taken to reduce the occurrence of alcohol related incidents within my unit
- Preparing a division for combat deployment

In the next section, I will discuss, in detail, how these types of "missions" equate to project management, and how you should view your own military experience from the perspective of what PMI will count as project work.

In my case, PMI accepted my project submissions without an audit; and, I prepped for the PMP exam through self-study and a 5-day instructor-led PMP Boot Camp. I took the exam a few weeks after the Boot Camp and passed on my first try. True

to his word, my boss at CGI then promoted me to a project manager position responsible for a software development contract with DOD; and, I've been doing project management roles ever since. After a few years at CGI, I was hired as a Government employee managing projects at the Food & Drug Administration in the Office of New Animal Drug Evaluation.

Following that, I got into teaching PMP certification courses for a community college, a few private training companies, and ultimately co-founded Vets2PM, LLC whose mission is to help Military Veterans become project managers. I've since accepted a position with Accenture Federal Services to manage IT regulatory compliance projects for Federal clients.

What's interesting about my civilian career progression, is that I have held PM roles for which my military experience does not directly translate: I never managed software development, veterinary pharmaceuticals or regulatory compliance when I was in the military. Yet, the PMP credential opened those doors of opportunity for me; and, it can do the same for you! I've found that project management is closely aligned with much of what I enjoyed about the military. It's a team environment, it provides an opportunity to lead, there's a mission-oriented mentality, and a huge sense of accomplishment when a successful project is completed. And, although results vary by industry and location, project management roles offer a national average annual salary in the low six figures, and opportunities abound. I'm now making much more money than I did in the military; and, I look forward to a diverse, exciting career that spans across multiple industries.

Read on to learn how to start your own successful transition journey with the PMP credential!

5 Key Steps to Starting Your Own PMP Transition

I stumbled into project management by the grace of God and landed in a great place. But, I don't want you to stumble around like I did, so I wrote this book! I can't guarantee that you will qualify for the PMP, pass the exam, or get hired as a PM; you still need to bring your A-game to the transition challenge just like everyone else. However, if you follow the process outlined in the following pages, you should have a much better start than I did with a great shot at getting into a lucrative project management career.

There are 5 key steps to starting your PMP transition:

1. Understand that mission accomplishment is project management
2. Understand the experience requirements for the PMP credential
3. Identify your projects and how many months of experience you can claim
4. Identify how many hours of experience you can claim
5. Write narrative descriptions of your projects

The rest of this book is devoted to explaining exactly how to accomplish these 5 Key Steps, and how to know if you're qualified to take the PMP Exam.

Once you've completed the 5 Key Steps, all you need to do is transfer the results to the PMP application, submit for PMI approval, and then prep for and pass the exam!

Mission Accomplishment is Project Management!

Missions and projects are essentially the same thing. They are both temporary in nature, they usually have several constraints, such as a deadline, or a budget ceiling; and they are both intended to achieve some unique goal or outcome. Refer to the list of military missions/projects from my transition story that I used to meet the PMP experience requirement. They certainly seem to fit these characteristics; and PMI agreed with that when they approved my PMP application.

A Guide to the Project Management Body of Knowledge (PMBOK®ⁱⁱⁱ) defines a project as "**a temporary endeavor undertaken to create a unique product, service, or result**"^{iv}.

It further goes on to say that the product of a project can be either tangible or intangible, and that the project's outcome will outlive the project, sometimes lasting for centuries. That sounds a lot like a military mission, doesn't it? Notice the definition of a project does not set a time length, nor does it set an industry or discipline. A project can be as long or short as it needs to be, and can take place in any setting, such as construction, software development, aviation, process improvement, acquisition, or any other setting that you can name. With such a broad definition of a project, PMI has left the door wide open for your military experience to fit right inside their requirement box, just like mine did!

Let's dissect that project definition and see how it applies to your military experience, regardless of MOS, rank, or branch of service:

1. **A project is temporary** - This means that it has a definite start date and definite finish date. This doesn't mean that we will always know exactly when a project will end, but we do know that it will end at some point and not go on indefinitely. Aren't your missions like that? Don't you have to complete a task and report to someone senior that the mission has been accomplished? Sometimes there might be a deadline, or imposed date; but, other times you are given the leeway to get it done on a more flexible timeline. This temporary nature is your first indication that a mission is a project.
2. **A project is unique** - Uniqueness is an important characteristic of a project, and sets it apart from operations. Operations are ongoing efforts that must be repeated to sustain an organization, whereas a project takes place when we

pursue something outside the normal operating parameters of the organization. For example, you may have been a logistician in the military with the daily operational responsibility for ensuring your unit always has the supply parts it needs. But, when you are tasked with creating an entirely new supply chain in a hostile, combat environment to overcome risks and constraints not normally encountered in garrison, then you are working on a project, because it is unique.

3. **A project produces a tangible or intangible outcome, goal or result** - The end of a successful project is reached when you have created something new that previously did not exist. Your mission to implement a new weapon system in your infantry unit while sending the outdated gear to DRMO is a project because a tangible goal is achieved of putting new gear in a Warrior's hands. Or your mission to decrease maintenance turn-around time for vehicles entering the motor pool facility is a project because an intangible goal is achieved of 5 days saved off the old average turn-around time. These outcomes did not exist prior to the completion of the work, so this is an indication that they are projects.

To start creating your own list of projects, consider this example list of military missions that can be considered projects, and think about similar work you have led:

- Deployment preparation
- New weapon system acquisition
- Establishing a Forward Operating Base (FOB)
- Seizing a strategic battlefield objective, such as a town or a bridge
- A unit tech refresh, such as replacing user laptops
- A major unit inspection, such as an Inspector General's (IG) inspection
- Unit training event, such as a safety stand down or rifle qualification
- Equipment upgrades, such as an airframes change
- Unit commissioning/decommissioning
- Change of Command or Birthday Ball

Because of my own personal experience, I'm a huge advocate for the fact that military experience equates to project management. But, if you want another opinion, check out what PMI says about the subject by reading their brochure titled *Take Your Military Experience and Transition to a Career in Project Management*. You can view and download a free copy of the brochure at this link:

<http://www.pmi.org/-/media/pmi/documents/public/pdf/business-solutions/military-experience.pdf>^v

My discussion so far should have established, in your mind, the fact that missions and projects are essentially the same thing. It then makes sense that they both require the same skill-sets to manage to successful completion.

So, what are the project management skills used in both missions and projects? The PMBOK says that managing a project involves initiating, planning, executing, monitoring & controlling, and closing the work. It also says that the work a PM does to manage the project includes^{vi}:

1. Identifying requirements
2. Addressing needs of stakeholders
3. Effective and collaborative communication
4. Managing stakeholders to support the successful completion of the project
5. Balancing competing constraints, such as schedule, budget, resources, and risk

Doesn't that sound like much of what you did on every mission you ever worked on?

Now, check out the list below of interpersonal skills the PMBOK says project managers need to use^{vii}:

1. Leadership
2. Team Building
3. Motivation
4. Communication
5. Influencing
6. Decision Making
7. Political & Cultural Awareness
8. Negotiation
9. Trust Building
10. Conflict Management
11. Coaching

Doesn't that sound like every Professional Military Education (PME) course you ever attended...starting with Boot Camp?

But, what about my rank? Can I document project management experience regardless of whether I was a Colonel, a Corporal, or any rank in between? You bet you can! Let's use a mission/project example of preparing for a unit deployment to explain that.

Example 1

A battalion has just received a deployment order from the division with 4 months to prepare for the launch date. The battalion commander starts by identifying all subordinate command requirements and planning to meet them. The battalion commander issues orders to company commanders who, in turn, identify their company requirements and plan to meet them. The company commanders issue orders to platoon commanders, who, in turn, identify their platoon requirements and plan to meet them. The platoon commanders issue orders to their squad leaders, who, in turn, identify their squad requirements and plan to meet them. The squad leaders issue orders to their fire team leaders, who, in turn, identify their fire team requirements and plan to meet them. All at the same time, each echelon of leadership begins executing their deployment preparation plans, monitors to ensure they are on track, makes adjustment where needed, and eventually closes out their deployment preparation on launch day.

In Example 1, there are multiple projects going on, one at each echelon of command and all with similar project goals of preparing the different echelons for deployment. The leaders of each echelon of command are functioning as project managers; the major difference is the scope of their project as each one is nested within the ones above it. But, regardless of the difference in size, scope, responsibility or authority, each one is leading and directing project tasks and using the same skills from the Colonel on down to the Corporal!

Isn't that awesome! And, there's another amazing lesson here...

Obtain the PMP credential, and you will significantly level the competitive playing field between different ranks in the civilian job market. I have seen enlisted Veterans hired and placed in authority over officer Veterans because the enlisted Vet had the PMP while the officer did not.

Taking everything above into account, the similarities between mission accomplishment and project management for Veterans of all ranks and specialties are too close to ignore! Therefore, any mission we do in the military equates to the PMI definition of a project, and your experience doing them means you have project management experience acceptable to meet the requirements for the PMP Exam!

We just need to make sure you have enough of it, and, I'll show you exactly how to do that starting in the next section.

Understanding the Experience Requirements

I am certain that almost every military Veteran has some amount of project management experience that can be legitimately documented on the PMP application. But, the amount of that experience will vary depending on a host of factors such as your time in service, positions held, rank, and occupational specialty. There are minimum requirements you must meet to qualify for the PMP Exam, so you need to first understand what those requirements are and which Category applies to you.

The requirements for the PMP exam are detailed by PMI in the *PMP Certification Handbook* on pages 6 and 8^{viii}. You can view and download a free copy of the handbook at this link: <http://www.pmi.org/-/media/pmi/documents/public/pdf/certifications/project-management-professional-handbook.pdf>

Table 1 below is a summary of the PMP experience qualification requirements.

Category	Education	PM Training	Hours Leading and Directing Project Tasks	Months of PM Experience (Non-Overlapping)
1	Bachelor's Degree	35 Contact Hours	4,500 hours	36 months within last 8 years
2	High School Graduate	35 Contact Hours	7,500 hours	60 months within last 8 years

Table 1

Category: The category that applies to you is solely based on your education level attained prior to submitting your application. If you have a bachelor's degree or higher, in any discipline, you fall into Category 1. Sorry, no bonus points for a graduate degree here. If you have anything less than a completed bachelor's degree, you fall into Category 2. Once you know you're category, the rules are all the same for both, only you need to document more experience if you are in Category 2.

PM training: Candidates in both categories need to obtain 35 hours of project management-related training. This can be met in many ways, with the most typical being completion of a PMP Boot Camp, or preparation course. If you decide to

take a PMP Boot Camp, which I highly recommend, make sure the training provider certifies that their training will meet the PMI requirement. Another popular way of meeting the 35 hour training requirement is to apply college courses to it. I used this method on my application and was able to meet the 35 hours with courses I had taken as part of my MBA degree, since business administration training contains many similar concepts and skills as project management. It doesn't matter when you completed the training; it never expires, so think back 20 years if you need to.

PM experience: Candidates need to meet enough experience hours of "leading and directing the project"^{ix}, per which category you are in. Notice in Table 1 that there are actually two requirements: Hours and Months. And all of your documented experience must have occurred within the last 8 years backdated from the date of your application submission. I'll cover in later sections how to correctly quantify your experience into the required number of hours and months. Right now, I just want you to understand the requirement.

The best way to convey a good understanding of the experience requirement is through a visual illustration example.

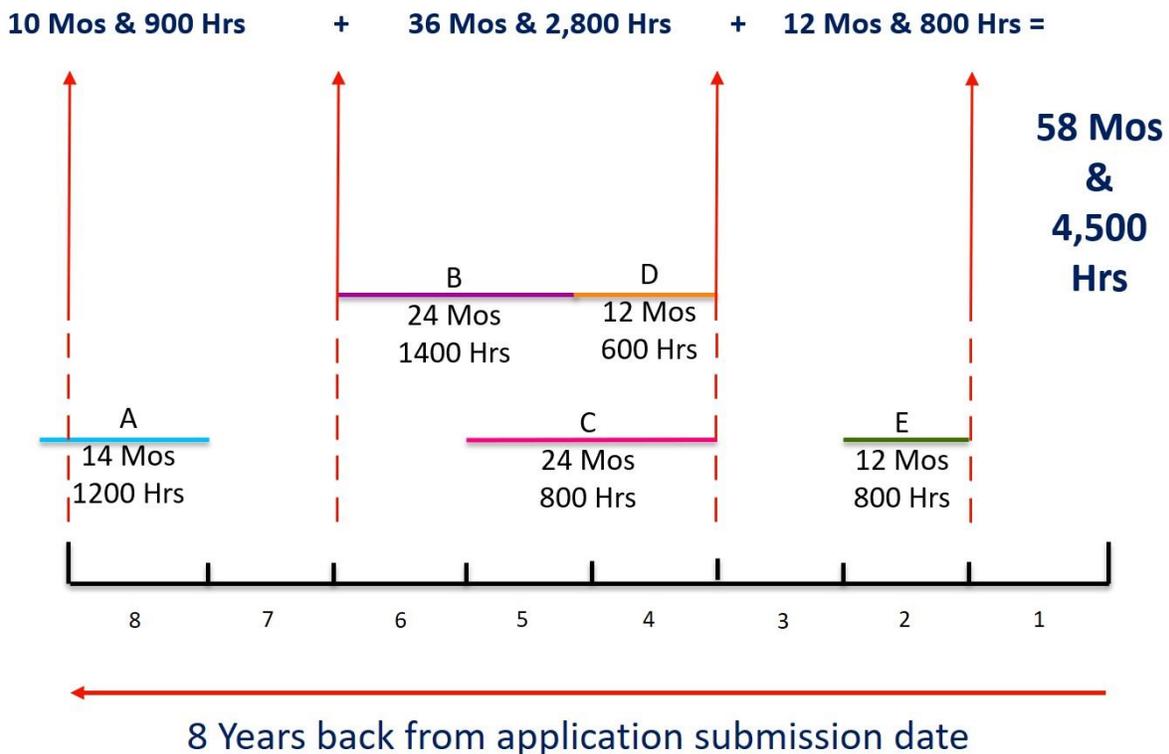


Image 1

Image 1 illustrates 5 projects worked on over the last 8 years and the cumulative number of months and hours that could be claimed. It identifies how many months

and separately how many hours were worked on each project. Refer to Image 1 as you read the below points.

Overlapping projects: Notice that some of the projects overlapped, meaning that they were managed at the same time. That's typical in military and civilian project management and perfectly acceptable to PMI. But, you cannot count a month twice, which is why the cumulative number of months for projects B, C, and D equals 36 rather than 60. However, it is perfectly fine to count all the hours worked on overlapping projects, so the total hours for B, C, and D can correctly be reported as 2,800.

Projects older than 8 years: One of the projects, A, was started more than 8 years ago. Because part of the project is beyond the 8 year window, the months and hours spent managing it cannot be counted in full, and must be prorated down to the amount that fits inside the 8 year window.

Non-consecutive projects: There are gaps between some of the projects. For example, there is an entire year between projects A and B when no projects were managed. This is perfectly acceptable to PMI, because they are looking for cumulative experience, not consecutive, unbroken experience.

Cumulative result: The cumulative result in this example is 58 months and 4,500 hours of project management experience. If the candidate had a bachelor's degree or higher, they would meet the experience requirement. If the candidate had anything less than a bachelor's degree, they would fall short of the experience requirement by 2 months and 3,000 hours. Keep in mind that your experience documentation must meet both the month and hour requirement.

Frequently asked questions about the experience requirement:

Q: If I have more than the required experience, should I document it all or stop once I meet the requirement?

A: The online PMP application at www.pmi.org will not allow you to enter any more experience once you have met the requirement.

Q: How many hours per day can I document for experience?

A. Some sources will tell you to stick to an 8-hour work day when documenting your experience, but I don't support that. PMI does not have a documented rule stating how many hours per day is acceptable to count. My recommendation is to simply be realistic and honest. If you worked 10-12 hour days on deployment, then you can use that...if, in fact, all those hours were spent managing a project. However, be advised that documenting sustained long daily hours may be a flag

for an audit. Whatever you document, just make sure you can back it up, if you are selected for an audit.

Q: How does PMI verify that my experience submission is legitimate?

A: Actually, they don't verify every application. They take most people at their word, if the experience submission meets the reasonable man theory. Some applications do get selected for audit; and, although PMI doesn't publish the numbers, most PMP trainers, like myself, will tell you they see 20-25% of their students' applications being audited. If PMI does audit you, they will ask you to support what you claimed. That support could be in the form of an affidavit signed by someone who testifies you actually did what you documented; or, it could be in the form of project documentation that you are able to submit to PMI. Bottom line - be honest on your application, and you don't have much to worry about.

Q: How do I determine how many hours I spent managing projects over the last 8 years?

A: PMI understands you probably don't have a timesheet from all your project work. So, use the reasonable man theory and make an educated guess. PMI knows you're doing that, and they realize it's the best they can expect. In a later section, I'll discuss in more detail how to analyze the number of hours you spent working on each project.

Q: Can I document projects I am currently working on that are not yet completed?

A: Yes, you just won't document anything about closing the project.

Identifying Your Projects and How Many Months You Can Claim

After reading everything so far, you should have a general idea of what a project is. Now I want take that a step further to make 100% sure that you don't confuse projects and operations; because, if PMI determines that your experience is operational rather than project related, they will reject your PMP application.

To identify your qualifying projects and months, you should ask yourself a few questions.

What potential projects did I lead or direct? PMI only cares about what you did to lead and direct project work; participating as a team member doesn't count. In the military, we were all followers sometimes and leaders other times. This is where you need to laser target on your leadership experiences - what work you were responsible for, what teams you led, what assets you managed, what outcomes were you accountable for - to ultimately identify project work that you can document on your PMP application. However, it's ok if you only led part of a project; you can document partial projects, just make sure you were in charge of whatever part you document.

What is the unique project goal or outcome? That's the first question you need to answer as you are trying to decide if a work effort you led rises to the definition of a project. If you are struggling with identifying a specific and unique goal or outcome of work you plan to document, then it was probably operational rather than project work; because, projects must have a clearly identifiable and unique product, service or result. Project work creates something that previously did not exist, so it is imperative that you identify the tangible or intangible result, or else it wasn't a project.

Consider again this list of military missions/projects, but this time with their unique goal or outcome identified, as shown in Table 2:

Project or Mission	Unique Goal/Outcome
Deployment preparation	Unit is ready to deploy
New weapon system acquisition	New system is put into operational use
Establishing a Forward Operating Base (FOB)	FOB is ready to be occupied
Seizing a strategic battlefield objective	Battlefield objective is obtained
Unit tech refresh	Unit elements have new, working tech assets
Major unit inspection	Unit is prepared for and stands inspection
Unit training event	Unit training event is completed
Equipment upgrades	Upgraded equipment put back into operational use
Unit commissioning/decommissioning	Unit is in operation or no longer in operation
Change of Command or Birthday Ball	COC or Birthday Ball event is completed

Table 2

So, determining the specific and unique goal or outcome of work you led is the foundational starting point for identifying your projects. Once you've done that, move on to answering the next 3 questions for each project.

What is the start date of the project? This seems like a no-brainer, but some people still mess this up. The date here should be when YOU started leading and directing the project work, not when the work itself started. PMI only cares about what you did on the project, so you must start there. If you took over a project from someone else, that's fine, just document the date you took over. The PMP application requires a month and year, so you don't need to nail it down to a specific date.

What is the finish date of the project? Again, document the date that YOU finished working on the project, not necessarily when the project itself ended, if you left before it was completed. Note the month and year for the PMP application.

Did any projects overlap? Remember, you can't count a month twice. Although overlapping projects are perfectly acceptable, you need to make sure you calculate the months of experience correctly. The online PMP application will track this for you, and will let you know when you have met the month requirement. But, as you are thinking about whether you qualify or not, pay attention to the overlapping dates. You may have to identify more projects if several you are using overlap and leave you short of the month requirement.

One additional thought is that each project should be submitted as its own individual entry on the PMP application and must have been performed for a professional association/organization, like the military.

There are lots of free spreadsheet templates out on the internet that can help you keep track of your projects and alert you when you have documented enough

experience to meet the PMP requirement. Or, you can just start your online PMP application, and it will do the same thing. Once you've got your qualifying projects and months identified, read the next section to learn how to document your experience hours.

Identifying How Many Hours You Can Claim

Now that you have your projects and months identified, it's time for the really fun part...figuring out how many hours of experience you can document and whether that meets the PMP requirement. This seems like a daunting task to many people, but it's fairly easy, if you follow what I'm about to tell you.

Understanding Performance Domains: First, you need to know that your hours must be documented individually for each project AND then also individually for each of the 5 Performance Domains:

1. **Initiating** - Getting the project started
2. **Planning** - Determining how to execute the project
3. **Executing** - Carrying out the project plan
4. **Monitoring & Controlling** - Comparing the plan to actual results and adjusting where needed to stay on track
5. **Closing** - Completing the project

You must indicate to PMI that you have accumulated experience leading and directing project work in each of the 5 Performance Domains; but, not necessarily on each project. For example, if you took over a halfway completed project from someone else, you probably would not be able to document any Initiating hours for that project, and that's understandable. Or you may have left a project prior to its completion; and, therefore, would not be able to document any Closing hours for that project. Both scenarios are fine to document on the PMP application; but, after you have documented all your projects, your cumulative experience hours must include at least 1 hour of work in all 5 Performance Domains over the last 8 years. If you can't show that you have at least some experience in each domain, PMI will reject your application

Do This: To help orient you on what hours you can claim in each Performance Domain, I recommend that you first download a free copy of the *PMP Examination Content Outline (PMPECO)*. The PMPECO is available at this link: <http://www.pmi.org/-/media/pmi/documents/public/pdf/certifications/project-management-professional-exam-outline.pdf>

I'll refer to the PMPECO as I discuss further.

Look at page 3 of the PMPECO, and you will see a table there indicating the percentage of questions that appear on the PMP Exam from each Performance Domain. I recommend that you keep your cumulative project experience hours as close to these percentages as possible, which puts you right in the center of the reasonable man theory when PMI looks at your application. The percentages in the PMPECO table are no coincidence; they are a general reflection of how much time project managers around the world are spending leading project work in each Performance Domain. PMI routinely surveys its members, and the data gathered is used to support the formulation of their standards and certification exams. If your application shows similar time in each of the 5 Performance Domains, PMI should view that as reasonable. If, however, your documented hours are lopsided from what PMI considers reasonable, it may be a flag for an audit.

Table 3 shows the approximate percentage of hours you should document in each Performance Domain across your cumulative project management experience hours. Your hours don't need to exactly match these percentages; this is just a guide to keep you on track with appearing reasonable in your experience claims.

Performance Domain	Target for Documentation of Experience Hours
Initiating	13%
Planning	24%
Executing	31%
Monitoring & Controlling	25%
Closing	7%
	100%

Table 3

Separating project experience hours by Performance Domain: Now that you know your hours must be documented for each project by Performance Domains, let's talk about exactly how to do that. The steps listed below will get you started, and then I'll present a practical example of how this should work.

Hint: Print the PMPECO so you can highlight the Tasks you performed, plus the Knowledge and Skills that you used in each domain for each of your projects. Use a different color highlighter for each project to keep track of the uniqueness of your different projects. Alternately, do your highlighting on the computer and save the file. The highlighted tasks will be used in the next section as the foundation of your narrative description for each project.

Follow the steps below for each project:

1. **Go to page 5 of the PMPECO** and read the 8 Tasks and 5 Knowledge and Skills that are listed for the Initiating domain. Thinking about your

experience, highlight the Initiating Tasks, Knowledge and Skills that most closely align with what you did to lead and direct the project work.

2. **Go to page 6 of the PMPECO** and read the 13 Tasks and 17 Knowledge and Skills that are listed for the Planning domain. Thinking about your experience, highlight the Planning Tasks, Knowledge and Skills that most closely align with what you did to lead and direct the project work.
3. **Go to page 8 of the PMPECO** and read the 7 Tasks and 7 Knowledge and Skills that are listed for the Executing domain. Thinking about your experience, highlight the Executing Tasks, Knowledge and Skills that most closely align with what you did to lead and direct the project work.
4. **Go to page 9 of the PMPECO** and read the 7 Tasks and 10 Knowledge and Skills that are listed for the Monitoring & Controlling domain. Thinking about your experience, highlight the Monitoring & Controlling Tasks, Knowledge and Skills that most closely align with what you did to lead and direct the project work.
5. **Go to page 10 of the PMPECO** and read the 7 Tasks and 8 Knowledge and Skills that are listed for the Closing domain. Thinking about your experience, highlight the Closing Tasks, Knowledge and Skills that most closely align with what you did to lead and direct the project work.
6. **Now, simply estimate how much time** you spent performing each Task or using each Knowledge and Skill which you highlighted for each Performance Domain. Just make an educated guess using the reasonable man theory, and make sure you can support it, if called to do so in a PMI audit.

You should also go to page 11 of the PMPECO and read the 39 Cross-Cutting Knowledge and Skills that are listed for all domains and include the ones that match into your assessment of experience.

The Tasks in the PMPECO are somewhat wordy and official sounding, but don't be thrown off by them. In the military, you have definitely performed much of what you read in the PMPECO; and, you should be liberal in your interpretation of how your project work aligns with the Tasks, Knowledge and Skills rather than selling yourself short. The practical example I'll present later should help you realize and understand my point here.

Repeat the 6 steps for each project that you plan to document on the application; and, you will have the number of experience hours broken down by Performance Domain, for all your projects.

Then, simply add up all of the hours from all your projects to arrive at your total project management experience hours. If you meet the months and hours requirement at this point, then CONGRATULATIONS, you're done! If you still fall short of the month or hour requirement, simply think of more projects to document. If you can't meet the requirement, regardless of how hard you try, then you just need to get some more project experience before you can qualify for the PMP Exam.

If you don't meet the requirements for the PMP, I recommend you pursue the Certified Associate in Project Management (CAPM[®]). The CAPM has no mandatory experience requirement, and you can qualify for it by simply completing 23 hours of project management education. It's a great starting point for anyone who can't currently meet the PMP requirements, but wants to break into the field of project management.

Now, for that practical example of estimating project management experience hours. First, read the scenario below of a typical military project; and, then we'll break it down into the Performance Domain Tasks and estimate hours for each.

Example 2

You are the Division Chief of a maintenance division that is experiencing production delays for the repair of a new weapon system recently acquired by the combat units you support. Several of the supported units have voiced concern to you that the lengthy 22 day average turn-around time for gear inducted to your maintenance division is degrading their combat readiness. After discussing the situation with your Work Center Supervisors, you speak with your Maintenance Officer and are given approval to take action with a goal of reducing turn-around time by 10 days within the next 120 days. You then investigate the cause of the delays and discover there are several contributing factors, including training deficiencies on how to repair the new weapon system, outdated test equipment, and poor coordination between division work centers over the new repair requirements. Coordinating everything with the Work Center Supervisors, supported units, and contracted civilian technical representatives, you determine what specific corrections need to be made, how long it will take to accomplish all the work, and how to avoid potential interruption to normal operations. Over the next 4 months you coordinate and oversee the retraining of 57 maintenance technicians, the replacement or upgrade of 4 test benches, and restructuring of the

repair induction process with minimal impact on normal production operations. A 30 day pilot of the new process resulted in a few changes that you implemented to produce an expected 12 day reduction in turn-around time. You inform the Maintenance Officer, Work Center Supervisors and supported unit Commanders of the actions taken and improvements realized, and collect their feedback with an online survey. They embrace the improvements, and normal operations are resumed with the benefit of increased combat readiness for supported units.

Step 1 Initiating

What You Did: *After discussing the situation with your Work Center Supervisors, you speak with your Maintenance Officer and are given approval to take action with a goal of reducing turn-around time by 10 days within the next 120 days.*

Matching PMPECO Initiating Tasks:

Task 1 - You held meetings with stakeholders (Work Center Supervisors) to assess the feasibility of reducing turn-around time.

Task 6 - You obtained project charter approval from the sponsor (Maintenance Officer) and were given authority to proceed with the project.

Matching PMPECO Knowledge & Skills: Strategic Management

Step 2 Planning

What You Did: *You then investigate the cause of the delays and discover there are several contributing factors, including training deficiencies on how to repair the new weapon system, outdated test equipment, and poor coordination between division work centers over the new repair requirements. Coordinating everything with the Work Center Supervisors, supported units, and contracted civilian technical representatives, you determine what specific corrections need to be made, how long it will take to accomplish all the work, and how to avoid potential interruption to normal operations.*

Matching PMPECO Planning Tasks:

Task 1 - You assessed the detailed project requirements by investigating the cause of the delays and determining specific corrective actions needed.

Task 4 - You developed the project schedule by determining how long it would take to do all the required work.

Task 10 - You identified risks associated with potential interruption to normal operations and defined strategies to manage those risks.

Matching PMPECO Knowledge & Skills: Requirements gathering techniques, risk management planning, and time management planning.

Step 3 Executing

What You Did: *Over the next 4 months you coordinate and oversee the retraining of 57 maintenance technicians, the replacement or upgrade of 4 test benches, and restructuring of the repair induction process with minimal impact on normal production operations.*

Matching PMPECO Executing Tasks:

Task 2 - You managed task execution of retraining, test bench replacement or upgrade, and improvement of the induction process.

Task 5 - You implemented actions to minimize impact of risks to normal operations.

Matching PMPECO Knowledge & Skills: Continuous improvement, Interdependencies among project elements,

Step 4 Monitoring & Controlling

What You Did: *A 30 day pilot of the new process resulted in a few changes that you implemented to produce an expected 12 day reduction in turn-around time.*

Matching PMPECO Monitoring & Controlling Tasks:

Task 1 - You measured project performance during the pilot to identify that the 10 day turn-around time could be met.

Task 2 - You managed a few changes to the project to ensure the project goals remained aligned with the business need.

Matching PMPECO Knowledge & Skills: Performance measurement and tracking techniques, process analysis techniques

Step 5 Closing

What You Did: *You inform the Maintenance Officer, Work Center Supervisors and supported unit Commanders of the actions taken and improvements realized, and collect their feedback with an online survey. They embrace the improvements, and normal operations are resumed with the benefit of increased combat readiness for supported units.*

Matching PMPECO Closing Tasks:

Task 2 - You transferred the new improvements over to normal operations.

Task 7 - You collected feedback from the relevant stakeholders to evaluate their satisfaction.

Matching PMPECO Knowledge & Skills: Close-out procedures, feedback techniques, and transition planning technique.

Step 6 Estimating Experience Hours

Initiating - 9 days X 8 hours per day = 72 hours/12% of total

Planning - 17 days X 8 hours per day = 136 hours/23% of total

Executing - 24 days X 8 hours per day = 192 hours/33% of total

Monitoring & Controlling - 18 days X 8 hours per day = 144 hours/25% of total

Closing - 5 days X 8 hours per day = 40 hours/7% of total

Total Experience = 584 hours

To sum up this example, you could document this as a project with 4 months and 584 hours of project management experience. Simply lather, rinse, and repeat with all your other projects to come up with enough experience to meet the PMP requirements per what category you are in, based on your education.

Once you've done this analysis with each of your projects, the final step is to write a narrative description of each project to explain and support the experience months and hours you have claimed. Read the next section for exactly how to write a project narrative description, and see several examples of real project narratives that were accepted by PMI.

Writing a Project Narrative Description

After documenting your months and hours for a project, you must write a narrative description of that PMI will use to understand what you did on the project, and ensure that your experience claim is legitimately project management. It sounds simple, but PMI has made it difficult by giving you just a mere 550-character textbox on the PMP application for this; and, yes, spaces count as characters. PMI will expect the description of your project to align with and support the hours you claim per Performance Domain. That may sound like a daunting task; but, many before you have done it, so take heart and follow my guidance!

My suggestion is that you tackle this last after you have identified your projects, determined which Performance Domain Task statements match your work, and identified the number of months and hours you intend to claim for each project. The Performance Domain Task statements should be used to form the foundation on which to build your project narrative descriptions.

As you write your project narrative descriptions, there are a few points to keep in mind. You must ensure that your descriptions fulfill PMI's expectation, is properly structured, and supports the experience hours that you claim.

Here's what PMI is looking for in your project narrative descriptions.

PMI will scrutinize your project narrative descriptions for evidence that you:

1. Performed your duties under general supervision and were responsible for all aspects of the project for the life of the project
2. Led and directed cross-functional teams to deliver projects within the constraints of schedule, budget and resources
3. Demonstrated sufficient knowledge and experience to appropriately apply a methodology to projects that have reasonably well-defined project requirements and deliverables.

In other words, you need to show that you were in charge of the work and project team, and that the work meets the definition of a project.

Because you only have 550 characters to work with, it's important to follow a structured approach as you write your project description.

PMI recommends that your project descriptions consist of the following elements:

1. A brief, one-sentence project objective
2. Project deliverables summarized by Performance Domain
3. A brief, one-sentence project outcome
4. No more than 550 characters

I recommend that initially you not worry about the character count of your narrative description, and just let the thoughts flow as you create a first draft. After you've got all your thoughts on paper, you can go back and word-smith it to compress into the maximum allowable 550 characters. Let's look at how you might write a description of the project described in Example 2 from the last section. Reread Example 2; and, then read below to see how I created the 3 elements for this project description.

Element 1: One Sentence Project Objective

As the Division Chief of a military maintenance division, I managed the project to reduce average turn-around time by 10 days, within 120 days of the project start date, for repair of a new weapon system recently acquired by several supported combat units.

Element 2: Project Deliverables by Performance Domain

For this element, I suggest you pick one Task per Performance Domain to write about. Although you may have performed many Tasks in a Performance Domain, there is not enough room to write about all of them in a 550-character limited text box. So, just pick the one Task statement per Performance Domain that you spent the most time or effort on, and write about that one only.

Notice the use of the term "Deliverables" here. A deliverable is any sub-part of the product, service or result that is produced as you progress through the project. For example, Project Charter approval is a required deliverable of initiating the project; you can't proceed without it! Another deliverable example is your project plan; you can't proceed without it! So, be sure to identify the deliverable, or what you produced, for each Task statement you use to write the project narrative description.

You should first read the exact wording of the Task statement from the PMPECO, and then personalize it with details from your actual project work.

You should start each statement with an understood "I", much like you would write a resume. Your statements should be action statements to show what you did, not

what your project team did. So, the use of the understood "I" at the beginning of each statement keeps you on track to write about yourself. Some examples: "I managed", "I estimated", "I analyzed", "I implemented". Simply drop off the "I" when you write the statement in your narrative to save characters.

You should write in bullet format to save characters, just like writing a military award or performance evaluation. PMI will not take points off your PMP application if you don't write in complete sentences; they just want to understand what you did on the project.

This is not a time to be humble! You are writing about yourself here, not your team or your sponsor, or any other stakeholder. Tell PMI what great things you did, as if writing an award submission on yourself. That is the best perspective to ensure that your narrative communicates to PMI that you did, in fact, lead the project work and project team.

Read below as I pick one Task statement per Performance Domain and personalize it with details from the project in Example 2.

Initiating Task 6: *Obtained approval of the Project Charter from the Maintenance Officer and received authority to manage the project to reduce new weapon system repair turn-around time by 10 days.*

Initiating Deliverable: Approved Project Charter

Planning Task 1: *Collected detailed project requirements from Work Center Supervisors, supported combat units, and contracted technical representatives regarding what was needed to correct training deficiencies, outdated test equipment, and poor coordination between work centers.*

Planning Deliverable: Detailed project requirements

Executing Task 2: *Managed the retraining of 57 maintenance technicians, the replacement or upgrade of 4 test benches, and restructuring of the repair induction process with minimal impact on normal production operations resulting in a 12-day reduction in new weapon system repair turn-around time.*

Executing Deliverable: 12-day reduction in new weapon system repair turn-around time

Monitoring & Controlling Task 2: *Performed integrated change control during a 30-day pilot to ensure project goals remained aligned with the original need to reduce repair cycle time by 10 days.*

Monitoring & Controlling Deliverable: Project goals aligned with the original business need

Closing Task 7: *Obtained feedback from Work Center Supervisors, the Maintenance Officer, and supported unit Commanders using an online survey instrument.*

Closing Task Deliverable: Stakeholder feedback

Element 3: One Sentence Project Outcome

Successfully completed the project within 120 days from project start exceeding the original goal of a 10-day reduction in repair turn-around by 2-days.

Element 4: No More Than 550 Characters

If we combine our one sentence project objective, the Task statements for each Performance Domain, and the one sentence project outcome, it looks like this at 1,432 characters:

As the Division Chief of a military maintenance division, I managed the project to reduce average turn-around time by 10 days, within 120 days of the project start date, for repair of a new weapon system recently acquired by several supported combat units. Obtained approval of the Project Charter from the Maintenance Officer and received authority to manage the project to reduce new weapon system repair turn-around time by 10 days. Collected detailed project requirements from Work Center Supervisors, supported combat units, and contracted technical representatives regarding what was needed to correct training deficiencies, outdated test equipment, and poor coordination between work centers. Managed the retraining of 57 maintenance technicians, the replacement or upgrade of 4 test benches, and restructuring of the repair induction process with minimal impact on normal production operations resulting in a 12-day reduction in new weapon system repair turn-around time. Performed integrated change control during a 30-day pilot to ensure project goals remained aligned with the original need to reduce repair cycle time by 10 days. Obtained feedback from Work Center Supervisors, the Maintenance Officer, and supported unit Commanders using an online survey instrument. Successfully completed the project within 120 days from project start exceeding the original goal of a 10-day reduction in repair turn-around by 2-days.

Now, that's a great description of what you did to manage the project; but, it's way over the maximum 550-character limit! The final step, then, is to perform some expert word-smithing to compress the description without losing the spirit of the core content. While this may be a pain, it's certainly something that most military people are adept at from writing reward write-ups, performance evals, or even maintenance sign-offs.

I suggest you do this by first removing all redundant information such as things mentioned more than once across all the Task statements. For example, the 10-day

reduction in turn-around time, 120 day schedule constraint, and new weapon system language is mentioned several times in our narrative's current form. Also, there's a lot of descriptive language that is unneeded such as military maintenance division and online survey instrument. So, you should go through your draft narrative methodically removing unnecessary words, rereading to ensure the spirit of the description is still accurately conveyed, and measuring the character count to see if further compression is required. This may take several rounds to get it just right, so be patient and get help from another set of eyeballs if you can't figure out how to make it fit.

By the way, you can easily see how many characters you have by using a word processor, like Microsoft Word and clicking on the Review function.

After several rounds of compression, here's the final narrative description I created at only 546 characters:

Goal was to reduce new system average repair by 10 days, within 120 days. Obtained Charter approval from Maintenance Officer. Collected requirements from Work Center Supervisors, supported units, and tech reps. Managed retraining 57 technicians, replacement or upgrade of 4 test benches, restructure of induction process with no impact on daily operations. Performed 30-day pilot and change control keeping goals aligned with business need. Obtained stakeholder feedback with survey. Completed on time exceeding original reduction goal by 2-days.

Notice that you can read my compressed version and still clearly visualize the work that was done in each of the 5 Performance Domains, along with the deliverables and final project outcome. It also contains all 4 elements suggested to be included by PMI.

Just do this process for each project you want to document on the PMP application, and you will be good-to-go with great project narrative descriptions that support approval by PMI!

And, this narrative sounds like you are already a professional Project Manager, just based on accomplishing a 4-month military mission! Considering that, your project narrative descriptions also make perfect ammo to put on your resume targeted for Project Manager positions!

Here are 17 real project descriptions^{xi} of military missions that were actually accepted by PMI. These descriptions were pulled from approved PMP applications of Veterans just like you! You may notice that some of them don't perfectly follow the guide I have provided for how you should write these narratives; that should let you know that PMI is not extremely strict on their review of your submission, so just relax and give it your best shot:

1. This project prepared 13th Marine Expeditionary Unit and naval ships for deployment. Conducted stakeholder analysis and developed the stakeholder register. Collected requirements from stakeholders and assisted in the make-or-buy decision analysis. Executed the ship configuration tasks defined in the project plan. Communicated project status to stakeholders to gain assurance that deliverables align with business needs. Gained stakeholder acceptance and transferred the ownership of deliverables to close the project.
2. This project prepared 11th Marine Expeditionary Unit and naval ships for deployment. Identified all stakeholders and developed the stakeholder register. Collected ship modification requirements from key stakeholders. Managed communications with stakeholders by developing and submitting required reports via appropriate methods. Conducted inspections of work spaces to ensure quality standards were met. Transferred the ownership of deliverables to key stakeholders in accordance with the project plan.
3. Led project to ensure warship compliance with enterprise partially-funded mandate for readiness system procurement and policy implementation. Conducted cost-benefit analysis with executive stakeholders, prioritized lines of funding, coordinated procurement and aligned installation and training schedule with ship deployment cycle milestones. Initiated change management plan to minimize impact of ship alterations and operational schedule changes. Monitored new system testing and acceptance. Achieved enterprise policy compliance deadline.
4. Project created a logistical movement of personnel and equipment. Developed high-level scope statement based on Statement of Work. Created the project schedule by analyzing milestones, risks, and constraints meeting stakeholder's requirements. Managed communications with project team by developing and issuing tasking orders. Created and updated schedule forecasts to reflect changes in the schedule due to approved change requests. Turned over control of deliverables to the Sponsor and captured their satisfaction through after action briefs.
5. Project was a Telecommunications business case to ground rehearsal for deployment to Afghanistan. Identified stakeholders and performed key stakeholder analysis through interviews to gain support for the project. Collected requirements from key stakeholders and developed the communications plan. Created deliverables by executing the tasks defined in the project plan. Verified the correctness of the deliverables by auditing the set-up and operation processes. Closed the project by confirming deliverables were met and archiving lessons learned.

6. Managed a multi-phased EW Operations process improvement project. Implemented local level solutions using DMAIC. Solutions requiring enterprise level buy-in were submitted to the sponsor via the project report. Mitigated risk caused by a complex network of stakeholders by effectively executing stakeholder and scope management plans. Developed deliverable quality standards that conformed to enterprise policy. Communicated project roles, milestones, current status and results with stakeholders. Garnered support of results prior to submission.
7. Led project to ensure warship compliance with enterprise partially-funded mandate for readiness system procurement and policy implementation. Conducted cost-benefit analysis with executive stakeholders, prioritized lines of funding, coordinated procurement and aligned installation and training schedule with ship deployment cycle milestones. Initiated change management plan to minimize impact of ship alterations and operational schedule changes. Monitored new system testing and acceptance. Achieved enterprise policy compliance deadline.
8. This project created the telecommunications backbone architecture supporting military training event. Defined the high-level scope of the project based on the business case to meet the Sponsor's expectations. I developed a human resource management plan by defining roles and responsibilities of the project team members. Implemented approved changes in accordance to the change management plan. Served as a member of the change control board to analyze network change requests. Collected lessons learned and updated organization historical database.
9. Led project to define the effectiveness of a joint military base and Navy ship response to a coordinated multi-axis terrorist attack. Managed a complex risk management plan accounting for uncertainty associated with coordinating the efforts of 50+ supporting organizations and an array of constraints imposed by executive stakeholders. Managed information flow accounting for security regulations and org protocol. Tracked the procurement of critical systems. Confirmed stakeholder concurrence with results. Final report accepted by sponsor.
10. Led project to create and execute a 6-week leadership development course for newly selected Navy Chiefs. Developed schedule while accounting for time constraints. Conducted kick-off meeting to review project charter and delegate project roles. Ensured team members understood rules of conduct & HR policy. Monitored student achievement of course milestones and planned contingency periods to account for possible performance

deficiencies and ship schedule changes. Conducted closure meeting to discuss results and consolidate feedback.

11. Performed assessment to determine feasibility of constructing a NORAD Command history display inside the Pentagon. Coordinated with Pentagon facility managers to determine requirements (i.e., display location, and estimated costs). Coordinated security escorts for contractors during the display construction and provided status updates to Headquarters. Verified accuracy of timeline and display captions for Command Historian to ensure they met expectations. Collected lessons learned for Office Director and possible future Pentagon projects.
12. Conducted a survey of stakeholders to determine benefits of aligning U.S. Navy helicopter operating procedures and maintenance governance. Created a work breakdown structure to delineate responsibilities for operations and maintenance directive reviews. Kept stakeholders informed of project progress via monthly meetings and quarterly briefings. Provided stakeholders draft operating and maintenance directives to ensure changes met needs. Finalized integrated operating procedures and maintenance directives with stakeholders for publication.
13. Identified key deliverables (i.e., training syllabus and operating procedures) from headquarters direction to deploy MQ-8B Fire Scout to support overseas operations. Collected manning, training, and operational requirements from stakeholders to clarify mission objectives. Ensured MQ-8B maintenance team was filled with properly qualified and experienced personnel. Coordinated with stakeholders to ensure deliverables (i.e., training syllabus and operating procedures) met requirements. Conducted a post deployment brief and collated lesson learned.
14. Identified risks of transitioning to the MH-60R helicopter (i.e., aircraft deliveries, facility construction, personnel training, and budgets) while meeting deployment schedules. Established monthly meetings and semi-annual briefings with stakeholders for project awareness. Changed training plans (i.e., shorter flights and more simulator time) to meet pilot throughput goals. Coordinated changes to squadron transition timelines to align with changes in deployment dates. Shared lessons learned with the Program Office for future use.
15. Performed assessment to determine feasibility of supporting a new Royal Australian Navy (RAN) MH-60R squadron in the United States. Developed a milestone schedule from the international agreement and available training resources. Implemented approved project changes (i.e., tactical flights, safety inspection and support manual) to meet new requirements. Verified

deliverables (i.e., training syllabi, facilities, and support manual) met international agreement requirements. Provided RAN final deliverables and shared lessons with Program Office.

16. Identified fiscal and organization risks of continued officer accessions above the planned manpower budget with recommended leadership actions. Briefed the overall plan to key stakeholders for concurrence as per the Manpower and Training Integration charter. Kept stakeholders informed of progress via monthly meetings and quarterly leadership briefings. Coordinated changes to the plan based upon shifting leadership budget priorities. Developed final leadership brief and obtained approval to realign \$650 million to officer manpower budget.
17. Oversaw development of FY17 Navy Manpower and Training Sponsor Program Proposal to ensure it met Navy resourcing requirements. Developed communication plan to clarify resourcing priority changes, budget updates and progress with stakeholders. Coordinated alignment of internal manpower program priority and funding changes to meet Navy requirements. Edited milestone presentations for correctness to ensure they met leadership expectations and standards. Collected stakeholders feedback to determine satisfaction and impact of final resourcing decisions.

Bringing It All Together

If you read this book and followed my advice, then here's where you are now:

1. You understand that mission accomplishment is project management
2. You understand the experience requirements for the PMP credential
3. You identified your projects and how many months of experience you can claim
4. You identified how many hours of experience you can claim
5. You wrote narrative descriptions of your projects

If your results indicate that you can meet the PMI requirements for the PMP credential, then all that's left to do is transfer the results of your work onto the PMP application, submit it to PMI, and then prep for and pass the PMP Exam. There are already many references written by other authors about the mechanics of completing the application, so I will not duplicate their efforts here. The application is very straightforward, and you should find it self-explanatory.

To access the PMP application, visit <http://www.pmi.org>, navigate to the Certifications page, select PMP, and click on the Apply Now button. Or, you can simply click this link: <http://www.pmi.org/certifications/types/project-management-pmp>, which is a good link at the time of publishing.

If you need any help at all with your PMP transition journey, please feel free to contact me at timdalhouse@gmail.com. I wrote this to help you, and I'll be glad to back that up by answering any additional questions you may have, free of charge.

Thank you for your dedicated service to our country in the U.S. Military. May God bless you, and may God bless the United States of America!

Semper Fi!

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About the Author

Tim Dalhouse is a retired U.S. Marine Corps Master Gunnery Sergeant who found a lucrative civilian career in project management. He now loves to help other Veterans by inspiring them about their opportunities in project management, and training them how to take advantage of them. Tim is an experienced PMP certification trainer with over 500 students trained to date, and has held project management roles with the Federal Government, private industry, and non-profit organizations. When he's not managing projects or training others how to do so, you can probably find Tim mountain biking, trail running, SCUBA diving, or volunteering with his church.

Other Books by this Author

This is my first ebook. However, I plan to write more, so maybe by the time you read this, I will have published several additional works. Please visit your favorite ebook retailer to discover other (future) books by Timothy A. Dalhouse.

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ⁱ PMP is a registered trademark of the Project Management Institute

ⁱⁱ PMI is a registered trademark of the Project Management Institute

ⁱⁱⁱ PMBOK is a registered trademark of the Project Management Institute

^{iv} The Project Management Institute, *A Guide to the Project Management Body of Knowledge*, Fifth Ed., pp. 3, para 1.2, Newtown Square, PA, 2013

^v The Project Management Institute, *Take Your Military Experience and Transition to a Career in Project Management*, Newtown Square, PA, 2015. Retrieved from <http://www.pmi.org/-/media/pmi/documents/public/pdf/business-solutions/military-experience.pdf>

^{vi} The Project Management Institute, *A Guide to the Project Management Body of Knowledge*, Fifth Ed., pp 6 , para 1.3, Newtown Square, PA, 2013

^{vii} The Project Management Institute, *A Guide to the Project Management Body of Knowledge*, Fifth Ed., pp.513, Appendix X3, Newtown Square, PA, 2013

^{viii} The Project Management Institute, *PMP Certification Handbook*, Newtown Square, PA, 2015. Retrieved from <http://www.pmi.org/-/media/pmi/documents/public/pdf/certifications/project-management-professional-handbook.pdf>

^{ix} The Project Management Institute, *PMP Certification Handbook*, pp. 6. Newtown Square, PA, 2015. Retrieved from <http://www.pmi.org/-/media/pmi/documents/public/pdf/certifications/project-management-professional-handbook.pdf>

^x CAPM is a registered trademark of the Project Management Institute

^{xi} Real world project descriptions which were accepted by PMI were provided by the following Military Veterans: Daniel Boyles, PMP, Capt., USN, Ret.; Dawayne Tate, PMP, CWO2, USMC, Ret.; Anonymous, PMP, CPO, USN, Active. Thank you for your willingness to share your PMP application information to help fellow Military Veterans!