



Arras People Project Management Benchmark Report 2009

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arras PEOPLE

Welcome

Welcome to the 2009 Project Management Benchmark Report from Arras People.

This is our fourth annual report on the UK Project Management community and I would like to thank the many participants who took time to complete our online survey from which this report has been collated.

The 2009 survey would suggest that the vast majority of us are in some way feeling the effects of the credit crunch and the impact of recession on the UK economy. The gloom built steadily during 2008 and its impact started to bite in many sectors of the economy, even though officially we were not in recessionary times until January 2009. These facts are very apparent in this year's report with Project Management professionals not exempt from the challenges that are upon us. The report highlights the impact on individuals and groups within the professional community and the good news is that as a group we appear ready to face the challenge and do all we can to get UK PLC back on track.

Whether you are a project management professional looking to benchmark yourself against your peers or an employer looking to benchmark your rates, we hope you find this report to be a useful window into the UK Project Management community. Over the coming months we look forward to releasing further snippets from the data on our blog and through our newsletter Project Management TipOffs.

If you have any comments, please do feed them back to us through our dedicated email address survey@arraspeople.co.uk

Best regards

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Management Summary

The aim of the 2009 Project Management Benchmark survey from Arras People is to explore how the credit crunch and economic downturn is affecting the project management community, their earnings, aspirations and professional issues. In addition we are able to present our findings in a historical context using data collected in our previous three surveys.

Unsurprisingly the main headline would appear to be that the recession is biting. It's beginning to get tough. Recession has hit the market for project management professionals. Contractors are the hardest hit, but employees, historically more secure, are also beginning to feel the pinch. Confidence appears to be falling across the board;

- 47% of contractors said the number of available contracts decreased in 2008.
- Contractors employed for a full 12 months went from 58% in 2007 to 50.5% in 2008, a decrease of 7.5%
- Corresponding rise in shorter contract periods
- Small decrease in contract duration across the board
- 38% of respondents expect hard times or contraction over the next year, and 27% expect the market to remain neutral. Only 6.5% expect the market to be buoyant.
- 60% of respondents expect cuts and redundancies in their sectors.
- 27% of employees have noted a decrease in employment opportunities.

Earnings suffered in 2008, with 37% of respondents expecting an increase in rates, where in reality only 22% achieved one. Only 9% expected rates to fall, but 22% experienced decreased rates, with the largest proportion, over 11%, experiencing a rate cut of more than 10%. A snapshot found that 36% of all respondents said they were worse off than last year (14% "much worse").

28% of contractors experienced a rate increase in 2008, but 50% stayed the same. 2009 looks full of challenges also with 28% of contractors predicting rates to fall, and only 12% expecting an increase. The number of contractors describing "Lack of opportunity" as their biggest challenge over the coming year rose from 52% 12 months ago to 69%, an increase of 17%.

Employees fared better than contractors with salary expectations being met in 2008. However the number of employees who expect their salaries to remain unchanged or to fall in 2009 increased significantly, from 35% to 60%. Not surprisingly, more employees report that they are happy in their role, or not pushing to change it, and fewer employees expect to change their employer in 2009.

The challenges of the year ahead are apparent for both employees and contractors alike. On the upside, project management professionals as a whole are still positive and ready to take on the challenges which come their way during 2009; ready to do their bit to get UK PLC back on its feet.

About The Survey

How we did the survey

Arras People, the project management recruitment specialists, used independent research company Benchpoint's unique real time polling technology to question 1,200 permanent and contract Programme and Project Professionals during December 2008 / January 2009. The respondents are all project management professionals, some of whom have previously made contact with Arras People and were invited personally by email. In addition web and printed media campaigns were also used to attract project management professionals from all walks of life who have had no previous contact.

The results have been independently audited and analysed.

The survey has a confidence level of 95%, and a confidence interval of 0.031 i.e. you can be 95% certain that the views of the entire project management population are within +/- 3.1% of the numbers in the survey. We treat small demographic clusters with caution, and ignore them in the analysis.

Aims of the survey

Arras People have been undertaking a benchmarking survey for four years with the aim of building a detailed picture of project professionals' careers, earnings and prospects. The respondents are required to be active in the UK market and working in a role that is recognised as a project management discipline. This allows us to build a consistent dataset for cross reference against the data gathered in previous surveys. As always this year's survey included some questions on topical subjects within the profession; this year we chose to focus on Chartered Status for Project Management Professionals which is being led by the APM (Association of Project Management) and the recently launched P30 initiatives from the OGC (Office of Government Commerce).

Demographics of the respondents

This year's survey has a demographic spread which offers a high degree of consistency with those of previous years which gives us the confidence that the results are representative of the project management community.

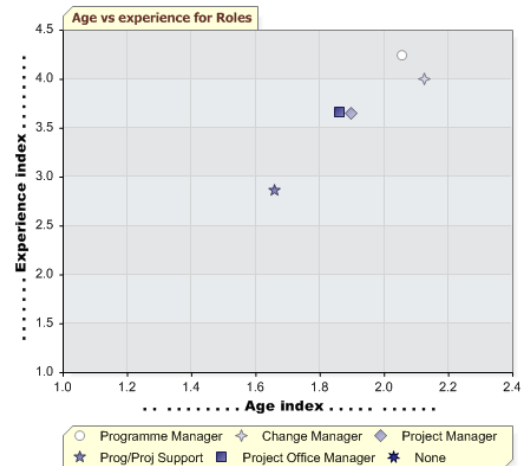
Once again the Project Managers are the largest group in terms of responses as we would expect based upon other market data.

Role	2008	2007	2006
Project Manager	55%	59%	53%
Programme Manager	17%	20%	17%
Change Manager	9%	8%	8%
Prog/Proj Support	20%	14%	22%
Age Group	2008	2007	2006
Under 34	26%	30%	33%
35 to 49	46%	47%	47%
50+	27%	22%	19%
Not disclosed	1%	1%	1%
Gender	2008	2007	2006
Male	75%	72%	N/A
Female	25%	28%	N/A
Not disclosed	0%	0%	N/A

Arras People Surveys—Demographic

About The Survey

Interestingly the age dynamic is showing a trend of reduction in the number of younger practitioners with a corresponding increase in the seniors. This may well be a sign of fewer entry level roles in the marketplace as organisations focus on delivering today rather than investing for tomorrow. Alternatively it may suggest that the disciplines are reaching a maturity point where demand is no longer outstripping supply and as such there is reduced need to create entry-level roles.



Arras People Surveys—Demographic

Finally, last year we introduced the gender split as we ran a number of questions around the impact of gender in the project management profession. This year we have a gender split that appears to be consistent with the results of twelve months ago, but bearing in mind the latest data that female attrition in the workplace is appearing to be higher it will be interesting to see the result in twelve months time.

In terms of work location for respondents the picture is again very consistent with the previous year's results with London & the Home counties, plus the South East providing 55.3% of the responses. The remaining areas of the UK remain relatively consistent compared to previous years. This demographic is not a surprise and it reflects the picture of demand that we see at Arras People. It also reinforces the common perception of the "pull of the South East" where both Public and Private sector organisations have a strong demand for project management professionals.

Work Location - All	2008	2007
London & Home Counties	42.6%	42.6%
South East	12.7%	11.7%
North West	9.4%	7.0%
Midlands	8.0%	10.0%
South West	6.1%	6.9%
North East	3.5%	4.2%
East Anglia	2.9%	2.6%
Scotland	2.1%	2.6%
Wales	1.6%	0.7%
N.Ireland	0.6%	0.1%

Work Location—All Respondents

Professional Status

As the APM's (Association for Project Management) initiative to become the guardians of the Chartered Status for Project Management Professionals is well under way, we thought that it would be timely to combine this initiative with other questions around "Professional Status" in this year's survey.

How many Project Managers are there in the UK?

This question has been a perplexing one for some time as there does not appear to be a quantified statement available. From our research we believe that the numbers currently in the public domain are grossly exaggerated. Recent claims have included; "According to statistics produced by the Middlesex University National Centre for Project Management, 1.5 - 2 million people earn their living as Project Managers in the UK alone" (<http://7-lotus.net/employmentcareer/project-management-the-career-for-you>) and; "I estimate that there are now around 300,000 project managers in the UK" - Mike Nichols, Chair of the Association for Project Management (APM) (http://www.pmworldtoday.net/industry_news/2007/aug.htm)

Out of all respondents to the Arras People survey; 21.5% indicated that they have membership of the APM. The APM in turn state on their web site that they have 16,500 members. In addition 4.8%, of all respondents to the Arras People survey said they are members of the UK PMI[®] who in turn say they have 3,300 members. When extrapolated, these figures point to a community size of between 69,000 and 77,000 which is significantly lower than previously published numbers.

Why? We suggest that many people confuse people who "work in or on projects" with the professionals who have the "responsibility for delivering projects".

The Value Proposition

Previous Arras People surveys have noted a continuing trend towards accreditation through qualification and/or membership of a professional body. Amongst Professionals the debate continues around the value of formal, but theoretical, academic qualifications versus solid hands-on experience in a tough project management environment. Added to this mix is valuable debate over the ongoing cost of re-accreditation and annual costs of membership for the professional bodies. For many project management professionals the issue is; "Will I earn more, and get more projects if I have a qualification?"

As the table shows, 44% of all respondents to the survey belong to a professional body. Of those that are, by far the largest group (49%) are allied to the Association for Project Management (APM) with the PMI[®] lagging at just 11%.

	All	Members	Lapsed
APM	21%	49%	8%
PMI	5%	11%	3%
IPMA	1%	1%	0%
Other	17%	38%	9%

Share of Membership of professional bodies

Interestingly there are a significant number of "others" at 38% which shows the diversity of the Project management community with many people having other strings to their bows.

Professional Status

As noted in previous surveys, professional associations have an ongoing challenge to demonstrate value for money and relevance in raising standards, otherwise it's just another piece of paper. As the table indicates lapsed membership is and will be an ongoing challenge; Of those respondents who are not members of any professional body, 20% indicated their membership had lapsed. When asked why, the common response centred around a perceived lack of value and relevance. Some comments on this subject included;

- "No real advantage. Employers are looking for experience and professional qualifications only. Yearly membership costs are also high"
- "Not relevant when you are over 60 and have all the qualifications and 30 years experience in project management"
- "No perceived benefit for large annual fee"

Diversity

Diversity in terms of gender is still topical in the field of project management. Overall there is a small decrease in the female population who responded to the survey down 3% to 25% of the population. However when it comes to membership of a professional body there are significant differences between gender. For the main project management bodies there is a 82:18 split male to female, which is slightly different for "others" at 76:24.

	Male	Female
Sample	75%	25%
APM	84%	16%
PMI	83%	17%
IPMA	80%	20%
Other	76%	24%
None	53%	66%

Membership by Gender

Whilst the potential reasons for the population split were examined in last year's survey it is worth investigating further the reasons for such a low representation of females in the professional bodies. Indicators from comments left by our respondents may well point towards some of the issues;

- "Unable to participate because of time commitment required"
- "Wasn't getting anything from; Organisation didn't show any relevance to my work"
- "Lack of clarity of benefits of membership"

Continuing Professional Development (CPD)

CPD is held up as a cornerstone of professional commitment by many professional bodies and much has been written on this subject. The APM members who responded to our survey were asked if "CPD is engrained in their professional life?" Happily we can report that 44% of respondents said Yes. On the downside, 21% gave a positive No, a further 11% admitted that it is too difficult to balance with their other commitments and finally a worrying 19% do not know what CPD is!

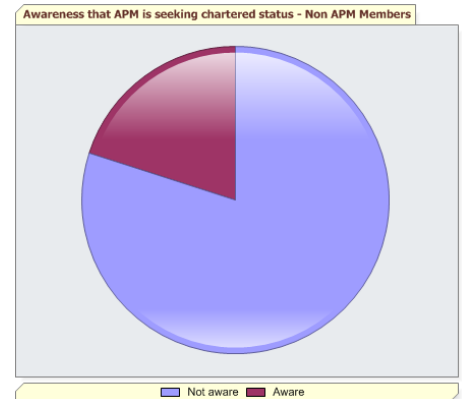
Chartered Status

With the application for Chartered Status for Project Management Professionals submitted to the Privy Council by the Association for Project Management (APM), we decided to probe this area and see what practitioners are thinking.

Are we aware?

We asked the respondents who are not members of the APM if they were aware of the move to gain Chartered Status for Project Management Professionals. Out of this group, 80% responded that they were not aware.

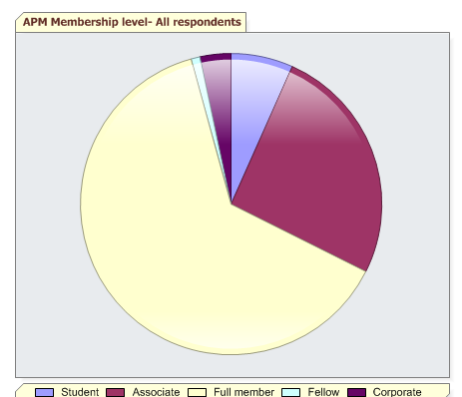
Interestingly this group appear to support the APM's ownership of this initiative (76%) and believe that it will enhance the status of the profession. A potential challenge for APM if the charter is given will be when they open membership as 76% of this group would consider joining if they could achieve ChPP status. [Chartered Project Professional]



Awareness of Chartered Status initiative

Current APM Members and Chartered Status

21% of survey respondents are members, but nearly two-thirds of these have only been members for less than 3 years. Membership appears to be valued more by entry and foundation level professionals, and the majority view membership as a professional requirement, albeit an expensive one. This feeling is enhanced in respondents who pay for their membership themselves rather than their employer, and many question the cost and value. In fact only 4% of respondents rated the membership as "Excellent value for money".



APM Membership —Demographic

If the APM achieve this higher status for itself how quickly will its members expect to achieve ChPP status?

- 7% Immediately as the register is opened
- 23% Within a year of the register opening
- 43% Within five years of the register opening
- 27% Never

We see that the APM will have a significant challenge moving forward if they are granted a Royal Charter. Whilst the overwhelming majority of the current membership (+90%) trust their guardianship, keeping these members happy, minimising attrition and managing potential membership growth along with driving professional standards in the marketplace will test their capabilities.

Understanding the PMO

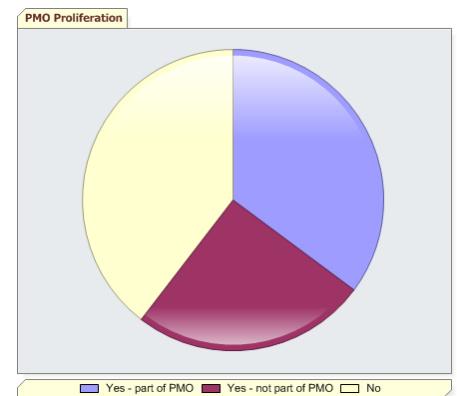
The Programme Management Office (PMO) is a management concept for enhancing the effectiveness of project delivery, especially, but not always, in larger programmes and projects. It envisages a supervisory office, leading, co-ordinating and maintaining methodologies and standards which combine to support enhanced delivery. The concept is promoted by a number of leading management consultancy-types and by some professional associations.

Following last year's launch of P3O[®] [Portfolio, Programme and Project Offices] best practice guidance by the OGC [Office of Government Commerce] and the forthcoming introduction of a new training and accreditation curriculum we thought it was a good time to take the views of our respondents.

Proliferation?

From the initial response the PMO is alive and kicking as a recognised function within project delivery, with 60% of our respondents working in organisations where they are deployed. Out of that figure 35% of those who responded actually see their reporting line as being within this function.

In terms of reporting lines, an encouraging 41% report through to Board (CEO) level. The second highest grouping, at 31%, report to a Programme or Project, with the remainder reporting through IT (11%), Strategy 9% and finally for 4% the Finance function.



PMO Proliferation

What do they deliver?

The predominant function of the majority (35%) of PMOs is to lead and enforce best practice, standards and methodology. 21% of respondents with a PMO use it to provide organisational support or to provide added value services. A smaller number (16%) use it predominantly for administrative support. A number of respondents commented that the PMO combined several of these functions.

From the responses it became apparent that the PMO function can vary not only in terms of what it does, but also how long it has been established;

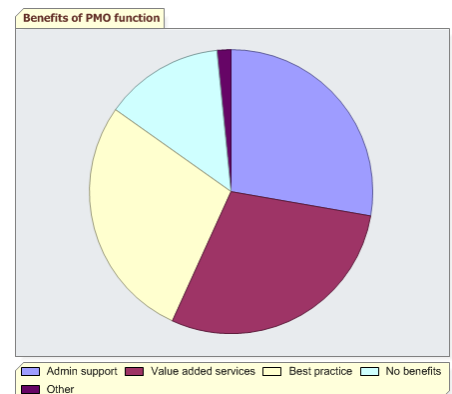
- 35% Embedded – services are part of the business process
- 29% Established – have defined offerings to the business
- 26% Adhoc – services sometimes used by programme / project managers
- 6% Optimised – in a maturity cycle

Several people reported that they had PMO's at different levels, regions and business centres, and one reported woefully that "Best practice is ignored by the same senior management which set up the PMO in the first place."

Understanding the PMO

The Benefits?

We asked respondents who work in an organisation that has a PMO, but who do not directly work within it, "what are the benefits delivered directly to you?" As can be seen in the graph, responses were predominantly positive, with just 14% reporting that they saw no benefit. The remaining majority were pretty much evenly split between admin support, value added services and best practice.



We then asked the same group what they saw as the benefits to the organisation of having a PMO function;

PMO — Delivered Benefits

- 46% A common, consistent approach to delivery and management
- 22% An independent view of programme/project activity
- 19% Consistent management information to enable decision making
- 7% Other
- 6% None

No PMO?

The respondents who work in organisations where the PMO function is not deployed gave a variety of responses as to why this is the case. The most popular response was that their project team is not large enough (21%), this coupled with a group who have a small number of projects at 15%. In the middle ground was a group that could not get senior management buy into the concept, also at 15%. On the more negative side, 21% saw the PMO as an unnecessary overhead / level of control and 8% could see no obvious benefit.

P30[®] and the PMO

P30[®]? [Portfolio, Programme and Project Offices]

P30[®] was officially launched by OGC [Office of Government Commerce] on 28th October 2008 in Millbank, London. Pitched as the latest best practice guide, it is aligned to OGC's PRINCE2[®], MSP[™], and M_o_R[®], and according to the publicity, "brings together in one place a set of principles, processes and techniques to facilitate effective portfolio, programme and project management through enablement, challenge and support structures".

Must have or Cash Cow?

Whilst we welcome any initiative which will enhance the role of the project professional and the capability to deliver, we are concerned that the market will be flooded with "accredited" practitioners who do not have the real experience of delivering effective PMOs to public and private sector organisations. Equally we are concerned that a false market (such as that surrounding Prince2[®]) will be produced where its use / accreditation becomes a misplaced de-facto standard.

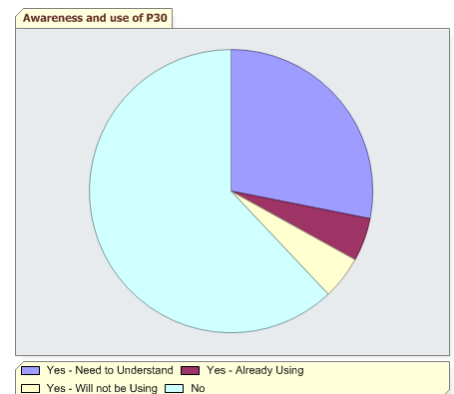
Full details can be found on the web with a number of organisations now developing consultancy offerings around its principals. Alongside this, the Training and Accreditation organisations are developing new revenue streams and will be pushing its adoption.

See the official website at <http://www.p3o-officialsite.com/home/Home.asp>

Market Awareness?

We asked the respondents to the survey who work in their organisation's PMO, "have you heard of the P30[®] initiative?"

- 62% of respondents with a PMO had not heard of P30[®]
- 28 % have heard of it but need to learn more
- 5% have heard of it, and don't think it will be used
- 5% are already using it



P30[®] Awareness

Just over half the respondents with a PMO believe its functions are under greater pressure as a result of the current economic conditions. Maybe P30[®] is a tool to be grasped during 2009? Like many "overhead" functions, the ability to demonstrate value and relevance during a severe economic downturn is crucial and many respondents indicated that PMO's are only relevant for large projects.

Current Economic Climate

With the well-publicised woes of 2008 being in the headlines daily as the “credit crunch” bit, the economy moved swiftly into recession at the beginning of 2009 and the survey provided an opportunity to dip our thermometer in to see how the project management community was feeling. We introduced a section to the survey called “Current Climate and Me”, the aim being to judge respondents’ feelings in terms of personal well-being and confidence.

Sector confidence moving into 2009?

	All	Private	Public	Charity/NFP	Contractor	Employee
Buoyant	7%	6%	9%	2%	7%	6%
Steady Normal Growth	28%	25%	32%	30%	27%	28%
Neutral	27%	25%	29%	36%	27%	27%
Contraction	23%	26%	18%	16%	23%	23%
Hard Times	16%	18%	11%	16%	16%	16%

Sector Confidence in 2009

The table above shows the picture painted by our respondents is not all gloom and doom, though the Private sector would appear darker than either the Public or Charity sectors, being negative against the mean in all categories. When viewed by contractor ‘v’ employee the difference is negligible. Depending upon the individual’s outlook (glass half-empty or half-full) the positive slant would be that 61% of people do not see any contraction into hard times, whilst the negative would state that 66% do not see any growth.

When asked about the threat of redundancy, 16% of our respondents were anticipating major cuts in project management personnel in 2009, with 43% anticipating some staffing reductions and 41% anticipating no cuts at all. When looking at the Public and Private sectors, both have 44% anticipating some staffing reductions, whilst the Private sector anticipates significantly higher attrition, with major cuts at 19% against 9%.

Personal confidence moving into 2009?

	All	Private	Public	Charity/NFP	Contractor	Employee
Buoyant	11%	11%	12%	11%	12%	10%
Steady	63%	59%	70%	70%	63%	63%
Neutral	18%	21%	13%	14%	17%	19%
Gloomy	8%	9%	5%	5%	8%	8%

Personal Confidence in 2009

When asked about personal confidence moving into 2009 the response from the project professionals was a fascinatingly positive view compared to the one they painted about their sectors. Only 8% were feeling gloomy even though they perceive a potentially damaging threat to their current post.

Maybe this reflects some characteristic which links individuals who choose Project Management as a career; Whilst able to take a realistic view of the landscape, this does not impair their ability to take a positive view about how they can personally contribute to a positive outcome.

Current Economic Climate

Can We Make a Difference?

Following on from the aspects of personal confidence moving into 2009, the survey asked "Do you believe Project Management professionals have a significant role to play in helping the UK economy out of its current difficulties?" A resounding 84% replied "yes".

As one respondent put it, "An unprecedented crisis will require an unprecedented amount of well-managed change to overcome it." Another commented "Economically, we are in a totally new and dynamic environment. Managing the status quo is not the answer. In changing times, project managers will be excellently equipped because what we are trained to do is manage change, assess risks and ensure these are mitigated."

Whilst recession is difficult, it is also a time of potential opportunity for the project management professional and examples that immediately spring to mind include;

- One of the Government's responses to the current crisis is to continue to invest in public infrastructure projects, which will inevitably look to the Project management profession to deliver.
- Contraction and Cost Management is fundamentally change and in many organisations these initiatives will be run as projects.
- We are seeing that organisations who recognise that the recession will not last for ever are preparing for the exit by launching projects that will bring new offerings to market.

These may account for the fact that respondents' personal confidence remains steady (63%), or even buoyant (11%) despite the considerable difficulties noted earlier. This is noticeably so amongst those who operate as Change Managers who appear to be looking forward to 2009.

Working Patterns

Respondent Groupings

Each year the Arras People survey allows us to separate and analyse data based on the Contractor market versus the Employee market (those paid through PAYE) and we look at the three key sectors ie. Public, Private and the Charity / NFP. We take these splits so that we can look for trends and also consistency in our results.

As can be seen from the table there is a slight change in the demographic this year between the Contractor and Employee groups, though at this point nothing significant. In terms of sector we have a slightly bigger differential with a 4% drop in contractor numbers.

	2008	2007
Employee	61%	63%
Contractor	39%	37%
Charity / NFP	4%	3%
Public	30%	27%
Private	66%	70%

Respondent Groupings 2008

The Working Time Directive

The European Parliament recently voted to scrap the UK's opt-out from the Working Time Directive (WTD), limiting the working week to an average of 48 hours per individual. So we decided to take a snapshot of the typical hours worked (excluding travel) by our respondents.

Would removal of the UK's exemption to the WTD mean the much-talked about workaholic lifestyle of UK workers are numbered and our lifestyles are under threat?

	All	Private	Public	Charity/NFP	Contractor	Employee
<35 Hrs	4%	2%	6%	23%	8%	2%
35 to 40 Hrs	42%	38%	48%	61%	33%	48%
40 to 48 Hrs	40%	42%	38%	14%	42%	38%
> 48 Hrs	14%	17%	9%	2%	17%	12%

Typical working hours (excluding Travel)

The response from our project management professionals would suggest that the removal of this exemption would cause some issues based on their current working hours. Currently across all the sectors 14% of project management professionals are working more than 48 hours, with this figure increasing to 17% of all contractor respondents

Across sectors the Charity / NFP group appear to have their working hours under control with only 16% working more than 40 hours per week. This then escalates to 47% for the Public Sector and 59% for the Private Sector driven mainly by the contractor community.

When asked about the proposed WTD changes the contractor community had a mixed response; for many the news had passed them by (57%), some see it as a welcome change (10%) while a further 14% indicated that the proposed changes are a human rights infringement.

Rewards

Each year the Arras People survey has a section of questions which interrogate the contractors and employees in order to establish how they fared in the rewards stakes during the preceding year and how they view the market for the coming year. Each year this set of questions is identical so that we can build meaningful patterns for analysis.

To get a general feel we asked all the respondents "Compared to this time last year would you say you are..?"

	All	Private	Public	Charity/NFP	Contractor	Employee
Much Better Off	8%	7%	11%	2%	8%	8%
Slightly Better Off	22%	21%	25%	25%	21%	23%
About Same	33%	35%	30%	30%	32%	34%
Slightly Worse Off	23%	23%	20%	27%	23%	23%
Much Worse Off	14%	14%	14%	16%	16%	13%

Personal Wellbeing

The results in many ways reflected the expectation of harder times hitting those in the Private sector more than their peers in the Public sector. Likewise when the data is analysed by contractor v employee the contractors appear to be feeling the pinch. It is interesting that 30% of the total respondents still felt that they were better off than 12 months ago even though for many people 2008 was a difficult year.

Other general observations from the data collected this year were;

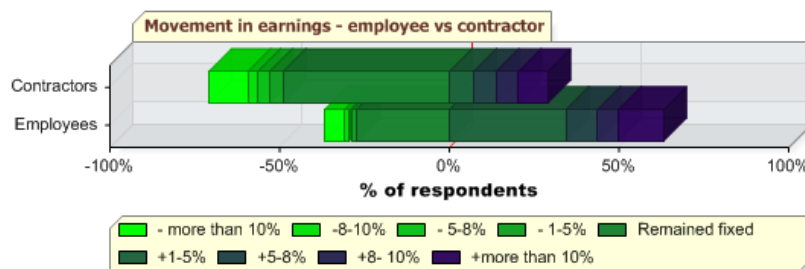
- There are both high and low earners in most roles and across the genders, but there is a kind of hierarchy – Programme managers earn more than change managers who earn a little more than project managers, and they all earn more than support staff. This statement is based on the number of people in each salary band for each role, but there are exceptions to the rule, and title does not confer an automatic right to higher earnings. It's not what you're called, but what you do and the value you bring that counts.
- There are more people in the higher salary bands in the private sector, and more in lower bands in the public sector. The middle band (£35-50k) has the same weight in both private and public sectors.
- The charity/NFP sector has more people in the lower bands than either the public or private sectors, and no respondents in a bracket higher than £65-79k
- There is still a gender gap in project managers' pay. There are more males than females in all the higher salary brackets, and more females than males in all the lower salary brackets. While slightly more females than males recorded salary increases, there is not much to indicate that the gender gap is closing.
- Last year's survey suggested that change management was the place for females to be, because they recorded slightly higher than average salary increases. This year the females in project management caught up with them.

Contractor or Employee?

Each of the last 2 surveys shows a wide variation of earnings and outlook, reflecting the diverse mix of winners and losers in the project management profession, and it is not always safe to make comparisons between salaried employees and self-employed contractors. Generalisations are dangerous but we will attempt some here.

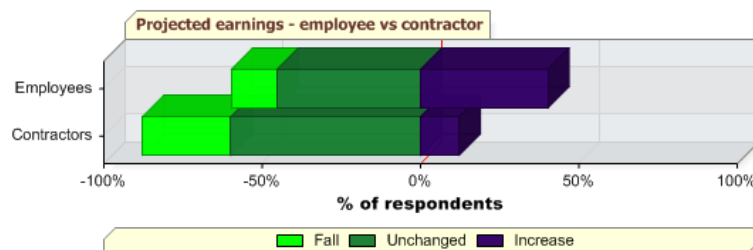
There is evidence that the tide is turning against self-employed contractors. There are a number of reasons for this – they are by their nature, a flexible resource, and easy to get rid of when times are hard. The survey generally shows contractors to be in a less favourable position than employees, although there is no real difference in confidence levels between the two groups.

It is clear from the data in this year's survey that contractors did less well than employees when it came to increasing their rates during 2008. 49% of contractors remained fixed, against 27% of employees. 9% of contractors achieved increases of over 10% against 13% of employees. Twice as many contractors as employees saw their earnings go down by 10%.



2008 Movement in Remuneration

Many contractors are gloomy about their prospects for 2009. Lack of fresh opportunities and apprehension about cuts have been noted already, and this expresses itself in poor remuneration expectations. 40% of employees are expecting a rise during 2009 against just 12% of contractors. Twice as many contractors (28%) expect their earnings to fall, against 14% of employees. 14% more employees than contractors expect their earnings to remain the same.



2009 Anticipated Movement in Remuneration

Project management professionals in the public sector are slightly more confident about their earning potential than those in other sectors, and less pessimistic about hard times or a contraction in workload.

Contractor Rates in 2008

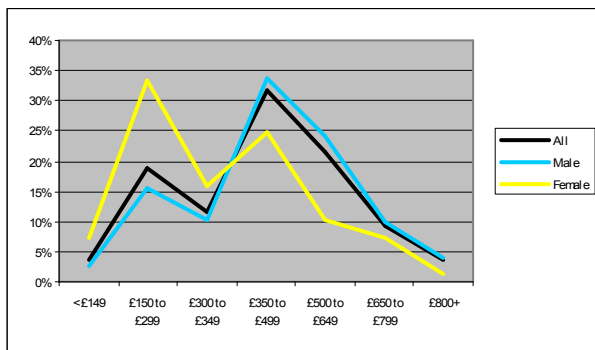
The tables and charts on this page summarise the Contractor responses to questions about the day rates they were able to secure for their services during 2008.

Sector and Gender.

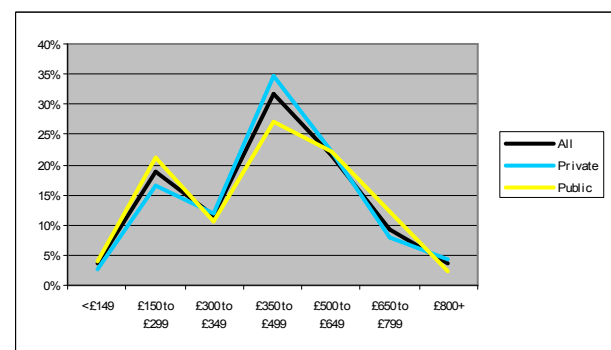
The following table shows the distribution of contractor day rates across sectors and gender.

Day Rate Achieved	All	Private	Public	Charity/NFP	Male	Female
< £149	4%	3%	4%	14%	3%	7%
£150 to £299	19%	17%	21%	36%	16%	33%
£300 to £349	11%	12%	11%	14%	10%	16%
£350 to £499	32%	35%	27%	21%	34%	25%
£500 to £649	22%	22%	22%	7%	24%	10%
£650 to £799	9%	8%	12%	7%	10%	7%
£800+	4%	4%	2%	0%	4%	1%

Contractor's Cross Section — % Respondents v Rate Achieved



Contractor Gender— % Respondents v Rate Achieved



Contractor Sector — % Respondents v Rate Achieved

As can be seen in the graph above there is a distinct difference between rates achieved across gender when viewed as a percentage of all respondents. At the lower end of the rate scale this reflects the fact that females tend to occupy more of the support type roles. When viewed by sector, the differences between Public and Private sectors is noticeably defined across the range.

Sector and Role.

Day Rate Achieved	All	Prog. Mgr	Change Mgr	Project Mgr	Support	PMO Mgr
< £149	4%	2%	0%	4%	15%	0%
£150 to £299	19%	9%	5%	20%	53%	15%
£300 to £349	11%	4%	3%	15%	18%	12%
£350 to £499	32%	30%	16%	38%	15%	46%
£500 to £649	22%	26%	41%	19%	0%	15%
£650 to £799	9%	15%	27%	4%	0%	12%
£800+	4%	13%	9%	1%	0%	0%

Contractor Roles — % Respondents v Rate Achieved

The table above shows the spread of contractor rates by role, a detailed analysis of rates against roles can be found on the following role trends pages.

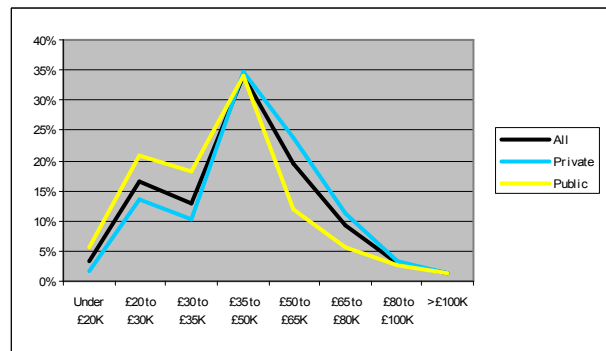
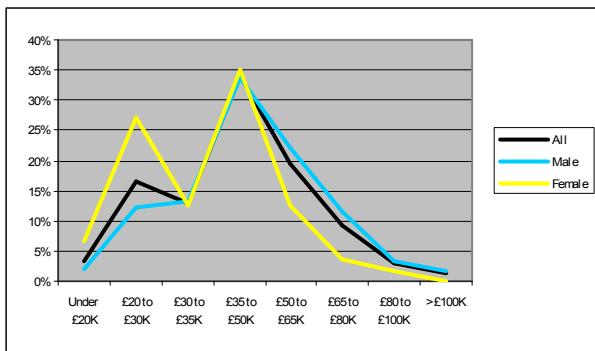
The tables and charts on this page summarise the Employee responses to questions about the basic salaries they were able to secure during 2008.

Sector and Gender.

The following table shows the distribution of employee salaries across sectors and gender.

Salary Achieved	All	Private	Public	Charity/NFP	Male	Female
Under £20K	3%	2%	6%	11%	2%	7%
£20 to £30K	17%	14%	21%	36%	12%	27%
£30 to £35K	13%	10%	18%	21%	13%	13%
£35 to £50K	34%	35%	34%	25%	34%	35%
£50 to £65K	19%	24%	12%	4%	22%	13%
£65 to £80K	9%	11%	6%	4%	12%	4%
£80 to £100K	3%	3%	3%	0%	3%	2%
> £100K	1%	1%	1%	0%	2%	0%

Employee Cross Section — % Respondents v Salary Achieved



Employee Gender— % Respondents v Salary Achieved

Employee Sector — % Respondents v Salary Achieved

As can be seen in the graphic above, there is a distinct difference between salaries achieved across gender when viewed as a percentage of all respondents. Again this reflects the fact that females tend to occupy more of the support type roles.

When viewed by sector, the difference between the Public and Private salaries is again defined with more lower rates in the Public sector.

Sector and Role.

Salary Achieved	All	Prog. Mgr	Change Mgr	Project Mgr	Support	PMO Mgr
Under £20K	3%	0%	3%	2%	17%	2%
£20 to £30K	17%	2%	13%	17%	45%	10%
£30 to £35K	13%	6%	11%	15%	17%	13%
£35 to £50K	34%	22%	42%	41%	14%	32%
£50 to £65K	19%	34%	13%	18%	6%	22%
£65 to £80K	9%	29%	11%	4%	0%	14%
£80 to £100K	3%	5%	5%	2%	0%	5%
> £100K	1%	2%	3%	1%	0%	3%

Employee Roles — % Respondents v Salary Achieved

Remuneration Trends

The following pages take remuneration data collected from the last three Arras People surveys. From this we have been able to plot the trends in remuneration for the Programme Management community for the years 2006,2007 and 2008.

Roles covered on these pages are:

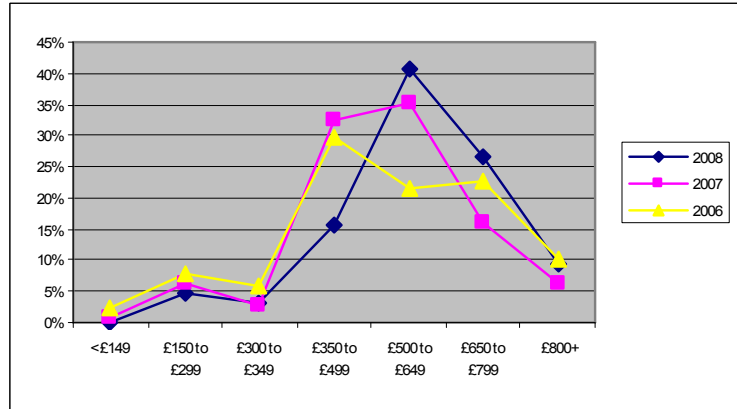
- Programme Manager
- Change Manager
- Project Manager
- PMO & Support

For each role we are able to plot the trends for;

- Contractor Rates
- Employee Base Salaries
- Employee Bonus Payments

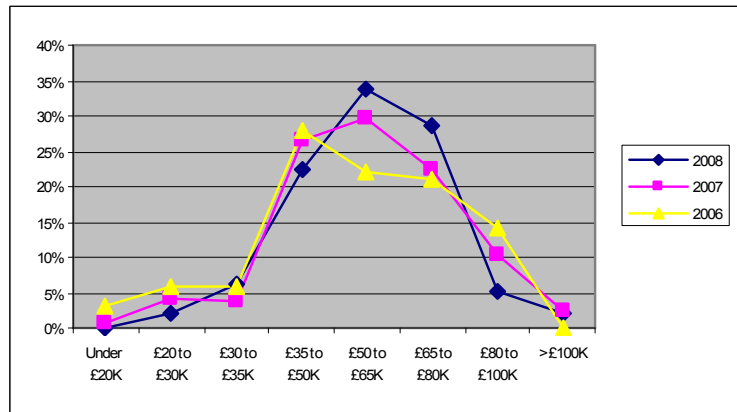
Taking data from the last three Arras People surveys we are able to plot the trends in remuneration for the Programme Management community for the years 2006, 2007 and 2008. The figures below show Contractor rates, Employee base salary and Employee Bonus payment over the period.

Contractor Day Rate



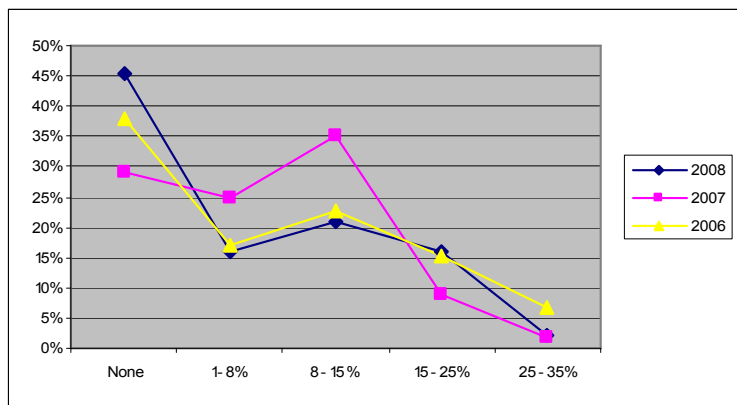
Contract Programme Manager — Day Rate Achieved 2006-2008

Employee Salaries



Employed Programme Manager — Base Salary Achieved 2006-2008

Employee Bonus (as a % of Base Salary)

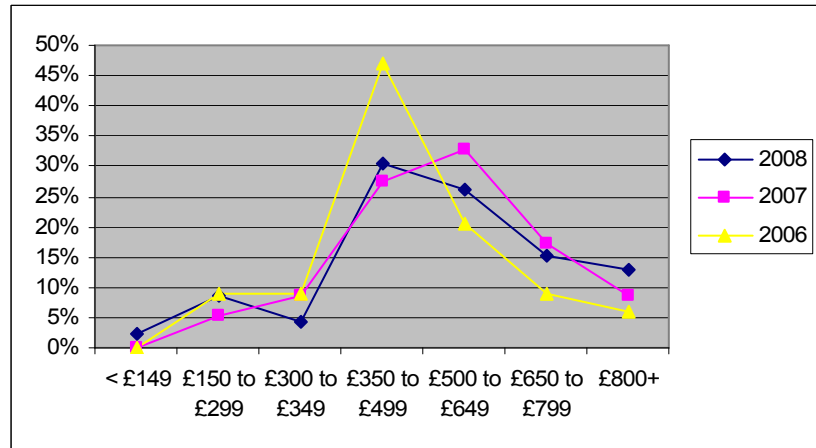


Employed Programme Manager — Bonus Payments 2006-2008

Change Manager Trends

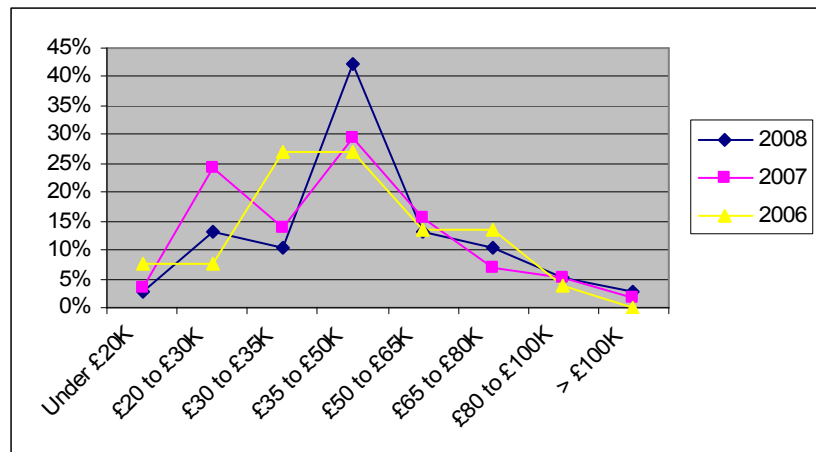
Taking data from the last three Arras People surveys we are able to plot the trends in remuneration for the Change Management community for the years 2006, 2007 and 2008. The figures below show Contractor rates, Employee base salary and Employee Bonus payment over the period.

Contractor Day Rate



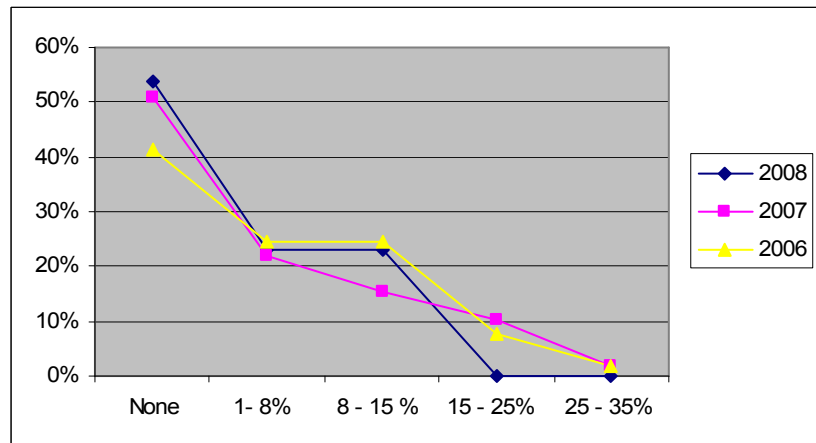
Contract Change Manager — Rate Achieved 2006—2008

Employee Salaries



Employed Change Manager — Base Salary Achieved 2006—2008

Employee Bonus (as a % of Base Salary)

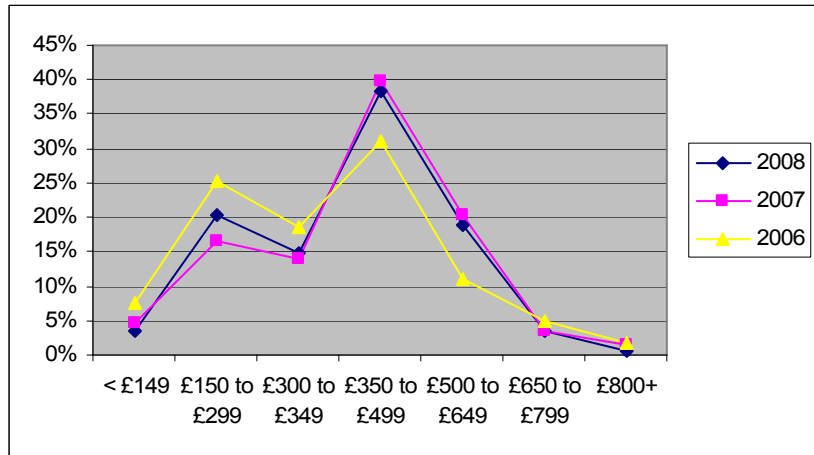


Employed Change Manager — Bonus Payments 2006—2008

Project Manager Trends

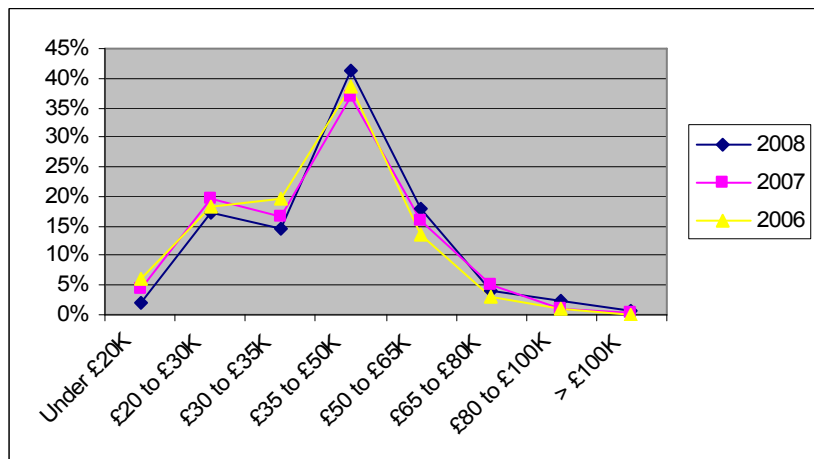
Taking data from the last three Arras People surveys we are able to plot the trends in remuneration for the Project Management community for the years 2006, 2007 and 2008. The figures below show Contractor rates, Employee base salary and Employee Bonus payment over the period.

Contractor Day Rate



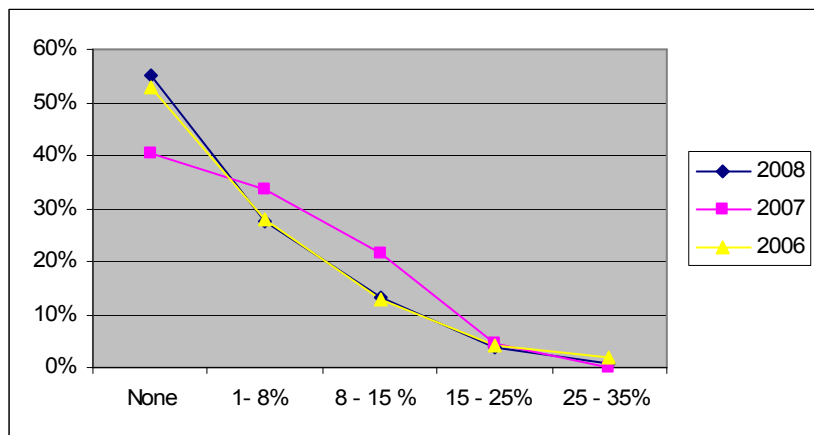
Contract Project Manager — Rate Achieved 2006—2008

Employee Salaries



Employed Project Manager — Base Salary Achieved 2006—2008

Employee Bonus (as a % of Base Salary)

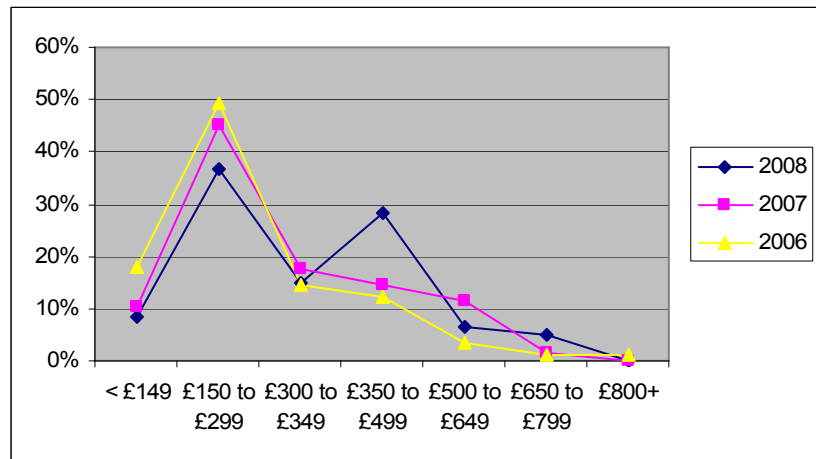


Employed Project Manager — Bonus Payments 2006—2008

PMO & Support Trends

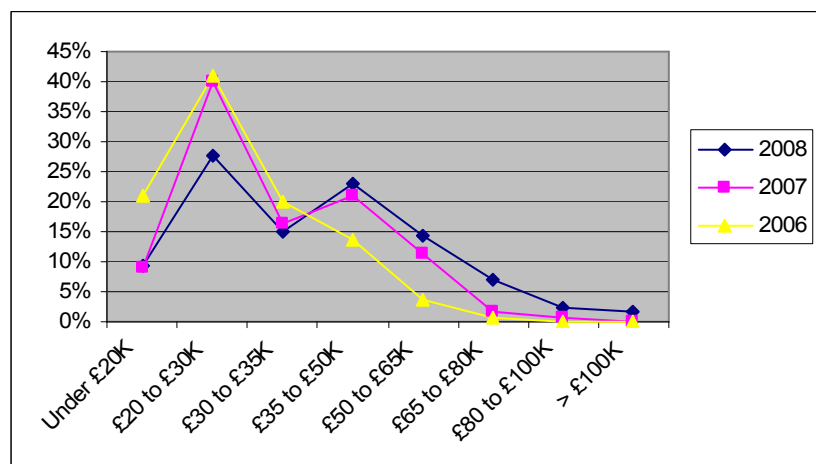
Taking data from the last three Arras People surveys we are able to plot the trends in remuneration for the PMO and Support community for the years 2006, 2007 and 2008. The figures below show Contractor rates, Employee base salary and Employee Bonus payment over the period.

Contractor Day Rate



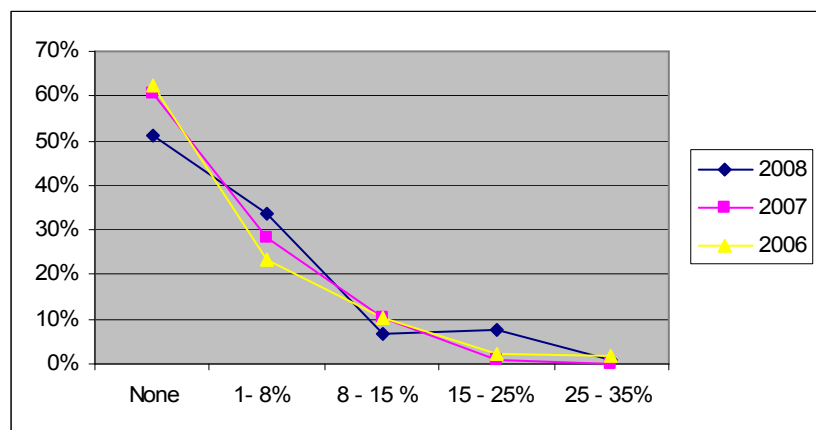
Contract PMO & Support — Rate Achieved 2006—2008

Employee Salaries



Employed PMO & Support — Base Salary Achieved 2006—2008

Employee Bonus (as a % of Base Salary)



Employed PMO & Support — Bonus Payments 2006—2008

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