



Project Management Benchmark Report

the year of your career **2014**

arras

Issued February 2014

arras PEOPLE



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Daniel Gilderthorp, MAPM

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Welcome to the 2014 Project Management Benchmark Report (PMBR) from Arras People.

What a difference a year makes, or does it? Having entered 2013 with the threat of a triple dip recession and serious amounts of gloom and doom; the UK figures now report that we avoided the dreaded triple dip, and some revisionary figures even question if we even had a double dip. Whatever the situation we now have a new phrase which sums up the tough time of the last 6 years, **'the great recession'**!

Twelve months on, we enter 2014 with a contrasting set of indicators; the Office for National Statistics (ONS) reports that the UK economy grew by 1.9% in 2013, its strongest rate since 2007. The number of people out of work fell by 167,000 to 2.32 million in the three months to November 2013 and the Bank of England report that inflation, measured by the Consumer Prices Index, has fallen to 2% for the first time in four years. At the same time we are hearing ongoing concerns about job losses; the cost of living crisis; low wage inflation; regional disparity; a lack of business investment; weak exports and a shortage in workers' skills.

Against this backdrop, Arras People have once again taken the opportunity to take the temperature of the Project Management domain. In order to create this, our ninth annual report, we took to the electronic streets during December 2013 and January 2014. We polled a record number of practitioners along with those aligned to our domain. We heard from some of our regular respondents, lots of new practitioners and handled the usual abuse from the angry people amongst us.

So a big thanks to all that took the time to contribute, as ever we couldn't do it without your support. I would also like to say a big thank you to our sponsors this year; they put up some great PPM prizes for our respondents.

Some of the highlights include:

- Is 'gut feel' a good enough way to manage a professional career? 54% of PPM Practitioners surveyed rank their professional capability in comparison to their peers on mere 'gut feel'. 2% admitted to 'guessing'.
- Overall confidence levels of PPM Practitioners surveyed has seen an increase but this hides a significant swing when analysed by sector. Of those working within the Public sector 43% have real concerns about hard times ahead this compares to 4% of those in the Private sector.
- 70% of PPM Practitioners saw less than inflation increases in their remuneration during 2013. Heading into 2014 22% of contractors and 28% of employees are anticipating above inflation increases, assuming the CPI rate of inflation remains at 2%.
- With ongoing concerns about the Public sector's ability to manage and deliver projects, the survey uncovers data which would suggest a 'revolving door' is occurring for some senior PPM Practitioners. There are also concerns about increasing project resource costs due to a 'closed shop' with regards to attainment of UK security clearance.
- MBAs show their value in increasing remuneration for PPM Practitioners whilst the data surrounding the Masters Degrees in Project Management is questionable. The rise in Modern Apprenticeships for PPM may add further pressure to how the Masters Degrees in Project Management is positioned to future students.
- We continue to see an aging of the PPM community as a result of the lack of new entry level opportunities during the recession. This demographic time bomb could have long term implications for UK PLC as recovery takes hold. A new demographic emerging in respondents aged under 35, is an increased level of female PPM Practitioners.

Regardless of your position; a PPM Practitioner looking to benchmark yourself against your peers; looking to enter the PPM domain or an employer looking to benchmark your project management capability, I hope you find this year's report a useful window into the UK's PPM community.

If you have any questions, comments or feedback please do get back to us pnbr@arraspeople.co.uk

John Thorpe, Managing Director
Arras People, 2014

GOWER

“ this book should be treated more like an encyclopedia – it could be the first place you would go to in order to research a topic, to be followed up in more detail if need be. In this application, the book does a good job across a wide range of subjects... This would be a good book to have on the shelves of a university, an organisational PMO, or a PM practitioner looking to develop their knowledge of the people aspects of PM. ”

Brilliant Baselines



Handbook of People in Project Management

“ A search on Amazon of the term “project management” turns up nearly 10,000 hits. However, adding the term “people” reduces that figure to just 1,300. Gower’s Handbook of People in Project Management goes some way to redress this imbalance by presenting a compilation of 60 pieces by more than 50 authors on the issue. The short chapters provide more than enough information to allow the main ideas to be picked up and put into practice ... The editors have selected a wide group of contributors and successfully merged their work into an easily read, comprehensive piece of work. ”

Professional Manager

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The Papercut Project Manager

Edited by

**Dennis Lock
and Lindsay Scott**

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About the Survey

Our Data Source

Data was collected during December 2013 and January 2014 through an online survey widely publicised across the global PPM community. PPM in the context of the census and report is used to signify the Programme and Project Management Community.

Through the survey questions we were able to segment our respondents according to their current status, thus ensuring increased accuracy of the core data for UK based PPM Practitioners.

We had a record response to this year's survey, taking the views of 2,298 respondents, 1,630 of these being UK-based PPM Practitioners, an increase of 9% on last year's core data sample.

Of the respondents, just 28% who left contact details are currently in the Arras People candidate database which is important when considering how the data represents the wider PPM population. The number of anonymous responses fell to 14%, a figure which may well have been influenced by the PPM prizes on offer from our census sponsors.

Practitioner Group

The core practitioner group remained stable with Project Managers, Programme Managers and PPM Consultants making up 78% of the practitioner group.

Within the group, the spread by age again showed a slight increase in the practitioners who are 35+, with a 1% increase to 80% this is still a significant change from the 69% recorded in 2007.

By gender balance we again saw a small increase in female practitioners moving us towards the 70:30 ratio compared to the 75:25 we saw back in 2008.

Unemployed practitioners continued to decrease, the rate has slowed to 8%, welcome news compared to 15% when we started tracking this back in 2010.

With immigration controls a hot topic in the UK it is interesting that amongst our respondent group we continue to see a reduction in the number of non UK nationals. Both EU and non-EU numbers continue to fall year on year as a percentage of the group and now account for just 9% of the total.

Current Status	2013	2012	2011
PPM Practitioner - UK Based	69%	71%	68%
PPM Practitioner - Non - UK	14%	10%	11%
PPM Aligned	9%	7%	8%
Career change to PPM / Student	7%	9%	11%
PPM Recruiter /Manager	2%	2%	1%

Figure 1- Breakdown of Respondents

53% of PPM Aligned went on to tell us that they are actually PPM Practitioners!

Respondent Relationship to Arras	2013	2012	2011
Current Candidate Database	26%	23%	22%
Non Candidate Database	53%	52%	38%
Anonymous	21%	25%	40%

Figure 2 - Respondent Status

Role	2013	2012	2011
Project Manager	47%	51%	47%
Programme Manager	19%	17%	16%
PPM Consultant	12%	11%	14%
PPM Office Manager	7%	7%	8%
Change Manager	4%	4%	4%
PPM Support	5%	4%	5%
Portfolio Manager	5%	4%	3%
Analyst	1%	1%	1%
Planner	1%	1%	1%
Age Group	2013	2012	2011
Under 34	19%	19%	20%
35 to 49	48%	47%	47%
50+	33%	32%	31%
Not disclosed	1%	1%	1%
Gender	2013	2012	2011
Male	70%	72%	73%
Female	29%	27%	26%
Not disclosed	1%	1%	1%

Figure 3 - Role, Age & Gender of UK Based PPM Practitioner Respondents

Respondent Status - UK Practitioners	2013	2012	2011
Employee	59%	58%	53%
Contractor	33%	33%	35%
Unemployed	8%	9%	12%

Fig 4 - Status of UK Based PPM Practitioners

Domiciliary Status - UK Practitioners	2013	2012	2011
UK National	90.7%	87%	84%
EU National	5.7%	8%	9%
Non UK/EU National	3.7%	5%	7%

Fig 5 - Status of UK Based PPM Practitioners

London Centric

The respondent group continues to be dominated by those practitioners living in London, the Home Counties and the South East who account for 50% of the UK practitioners.

When work location is factored in, the group reveal that 26% do not work in the same geography as they live. Of this mobile group, 31% indicated that they have no fixed location for their work activity, whilst London, the Home Counties and the South East accounted for a further 48%. Though we can see no significant change in distribution year on year the data supports the notion that London and the South East is where the majority of the action is.

Location	2013	2012	2011
London	23%	23%	25%
Anglia	6%	6%	6%
Home Counties	9%	9%	8%
Midlands	11%	12%	12%
North East	1%	1%	1%
North West	10%	11%	9%
Northern Ireland	0%	0%	0%
Scotland	3%	4%	3%
South East	17%	14%	18%
South West	10%	11%	11%
Tyne Tees	0%	0%	0%
Wales	3%	2%	2%
Yorkshire	4%	5%	6%

Figure 6 - UK PPM Practitioner Home Location

Education

The level of education achieved by UK practitioners shows a consistency year on year with 74% of the respondents having achieved a Bachelor's degree or higher. As we move forward it will be interesting to see if the introduction of apprenticeships in the field of project management has any impact on these figures. Later in this report we also look in more depth at the impact of Masters on the earnings of practitioners.

Education Level	2013	2012	2011
PhD	2%	2%	2%
Masters	33%	33%	33%
Bachelors	39%	39%	37%
HND/HNC	11%	11%	12%
Vocational	4%	3%	5%
A-Level / Higher	8%	8%	8%
Secondary	3%	4%	3%

Figure 7 - Education Details of UK Practitioners

Professional Affiliation

In previous PMBR's we have looked in detail at how the UK based practitioners affiliate themselves to professional bodies. We still have a hard core of over 40% who have no affiliation which includes lapsed members as well as those who have never taken any membership. In both of these groups the reasoning centres on lack of benefits 40%/32% (lapsed/never). For those that have never affiliated 33% state that Employers/Clients do not require me to be a member.

Master Degree	%
MBA	32%
Programme/Project Management	16%
Other	12%
Computing	12%
Not Specified	10%
Engineering	8%
Human Resources	3%
Maths & Science	3%
Construction	3%
Finance	1%

Figure 8 - Master Degree - UK P Practitioners

For those with current membership the APM (Association of Project Management) still retains the top spot with 38% of the respondent group. PMI (Project Management Institute) returning a figure of 9% in this year's survey.

Professional Affiliation - All	2013	2012	2011
APM	38%	37%	29%
PMI	9%	10%	12%
None	28%	0%	0%

Figure 11- UK PPM Practitioner Affiliation

As previously seen, many practitioners have multiple memberships; 7% of APM members indicated that they also have membership of PMI and 20% have membership of other non PPM bodies. 30% of PMI members indicated that they also have membership of APM and 22% have membership of other non PPM bodies.

40% of lapsed members saw no personal benefit in their membership of a professional organisation

About the Survey

Sector Spread

For the purposes of the benchmark report we ask respondents to identify the sector in which they work. Then in turn we ask which domain / industry they work in within sector. Detailed breakdowns are shown in the table Figure 30.

Sector	2013	2012	2011
Private	69%	67%	70%
Public	24%	25%	23%
Charity / Not for Profit	7%	8%	7%

Figure 32 - UK Practitioners Sector

Organisation Size

The size of organisation which our UK based practitioners work in is also collected and as can be seen below. This is consistent year on year with over 75% working in organisations of over 200 people.

Organisation Size	2013	2012	2011
10 or less	8%	8%	7%
11 to 50	6%	6%	7%
51 to 200	11%	11%	10%
200 or more	76%	76%	76%

Figure 33 - UK Practitioner Organisation

Span of Control

For all PPM practitioners with the word “Manager” in their title we look at their span of control within the organisation in which they work.

Once again we see that many practitioners have no direct reports, up again at 47% this year rising within role to 58% for those who identify themselves as Project Managers. By way of contrast 16% of the Portfolio Managers indicated they have no direct reports.

When overall span of control data is requested the number with no reports drops to 15% which would suggest that many PPM practitioners operate within a matrix environment.

‘On time to budget’ being the mantra of the PPM practitioners it is interesting to see that 18% indicate they have no responsibility for budget. This figure is inflated by Change Managers and Programme/Project Office Managers with 31% and 36% respectively. For Project Managers this drops to 14% and surprisingly 10% for Portfolio and Programme Managers.

Staying on the financial theme just 33% of our respondents in the Manager group indicated that they have Profit and Loss responsibility. Potentially a real differentiator; showing commercial nous matters when it comes to getting that next role!

Once again over 45% of our respondents are managing budgets greater than £1Million, so we have some serious money at risk and under their control.

Public Sector	2013	2012	2011
Central Government	25%	22%	19%
Local Government	25%	24%	35%
Non-Departmental Public Body	10%	9%	11%
NHS	17%	14%	11%
Education/Academic	8%	9%	8%
Law	2%	4%	2%
Museums and Galleries	0%	0%	0%
Regional Development Agencies	0%	0%	1%
Other	13%	17%	13%
Private Sector	2013	2012	2011
Banking /Finance/Insurance	17%	19%	20%
IT products or Services	14%	14%	15%
Other	12%	15%	13%
Manufacturing	8%	8%	9%
Consultancy companies	10%	7%	9%
Telecoms	6%	7%	7%
Utilities	6%	5%	5%
Construction	6%	6%	4%
Defence	6%	6%	4%
Retailing	3%	3%	3%
Comms / Media / PR	2%	2%	3%
Transport /Logistics	4%	3%	2%
Pharmaceuticals	2%	3%	2%
Health	1%	1%	1%
Education	2%	2%	1%
Rail	1%	2%	1%
Charity / Not for Profit	2013	2012	2011
UK Wide	58%	49%	44%
International	23%	29%	35%
Local	17%	16%	19%
Other	2%	6%	2%

Figure 30 - UK Practitioners Sector

Direct Reports	2013	2012	2011
None	47%	45%	44%
1 to 3	20%	24%	23%
4 to 7	18%	16%	19%
8 to 10	6%	6%	6%
>10	9%	9%	8%
Span of control	2013	2012	2011
None	15%	13%	
<10 people	26%	24%	32%
10 to 20	25%	27%	29%
21 to 40	16%	17%	17%
41 to 60	6%	6%	9%
>60	12%	13%	13%
Budget Responsibility	2013	2012	2011
None	18%	16%	
<£10K	2%	2%	9%
£10 to £50K	3%	3%	5%
£50 to £1050K	4%	4%	6%
£100 to £250K	6%	8%	7%
£250 to £500K	9%	9%	9%
£500 to £1M	11%	11%	15%
£1M to £5M	26%	25%	30%
>£5M	20%	21%	18%

Figure 31- UK Practitioner Span of Control

The Value of Education

'Education, education, education' is the cry we often hear in the UK as we strive to improve the capability of our nation.

As we can see in Figure 7 on the previous page our UK based respondents have certainly picked up this advice and we now see 33% indicating that they have achieved a Masters. Of this group the highest numbers have a MBA (32%) followed by 16% who have a Masters in Programme/Project Management and 12% in IT/Computing.

We wanted to see if this higher level of attainment made any difference to the earnings of the practitioners who have taken the time, not to mention the expense to rise above the crowd.

Masters in Programme/Project Management

The APM has for a number of years been talking about project management moving to a "career of first choice". At the same time we have seen a proliferation of educational establishments offering Masters programmes to support those looking for this option, as well as those already experienced in the domain.

Looking into the data we can see that those who have achieved this level of education are impacted by age; we see just 3% of the over 50's, compared to 5% for the 35 to 49 year olds; whilst the under 34's show nearly double that figure at 9%.

The impact on earnings can be seen in the graphs and tables to the right and would suggest that for many this is an entry level accreditation, with high percentages below the norm in terms of salary and day rates.

To be controversial, one could possibly suggest that the push for vocational education through the Modern Apprenticeship Scheme (which the Centre for Economics and Business Research (CEBR) says can impact favourably on employability) may make this course harder to sell in the coming years?

MBA - Masters in Business Administration

The MBA has long been associated with PPM practitioners who are looking to extend their knowledge and capability to deliver more effective projects. Of our UK respondent group 32% indicated that they have achieved a MBA.

The impact on earnings can be seen in the graphs and tables to the right and would suggest that those with this accreditation have significantly increased their earning potential. In the case of salary the MBA cohort have 66% in the upper earning level compared to 45% for all respondents. For day rate contractors we also see 45% in the upper earning level compared to 33% for all respondents.

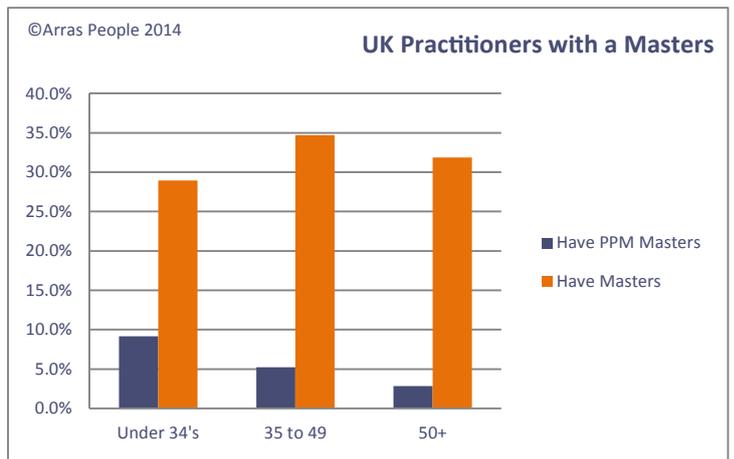


Figure 12 - Masters Degree - UK Practitioners

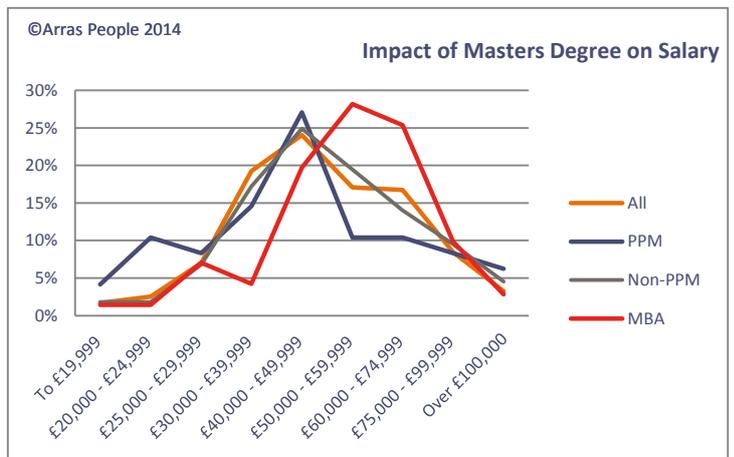


Figure 9 - Masters Degree Salary Impact - UK Practitioners

Masters Impact on Salary	All	PM	Non-PM	MBA
Below	30%	38%	28%	14%
£40,000 - £49,999	24%	27%	25%	20%
Above	45%	35%	48%	66%

Figure 9a - Masters Degree Salary Impact - UK Practitioners

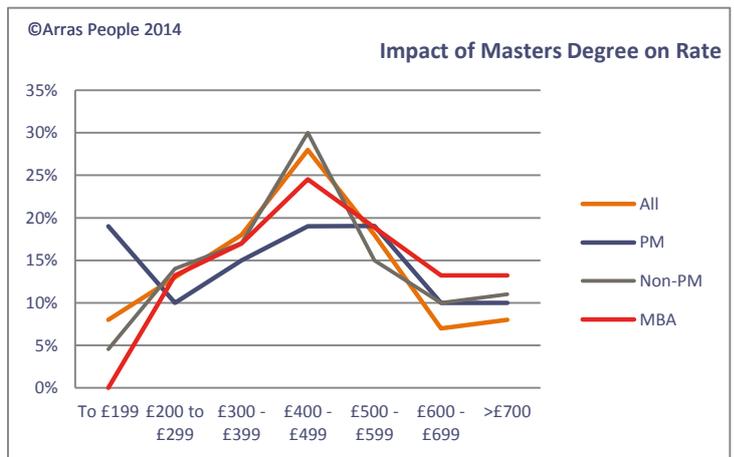


Figure 10 - Masters Degree Day Rate Impact - UK Practitioners

Masters Impact on Day Rate	All	PM	Non-PM	MBA
Below	39%	44%	36%	30%
£400 - £499	28%	19%	30%	25%
Above	33%	39%	36%	45%

Figure 10a - Masters Degree Day Rate Impact - UK Practitioners

<http://www.apm.org.uk/news/apprentices-have-better-career-prospects#.UupORLFFDcs>

As specialist PPM Recruiters with a wealth of background knowledge Arras People are regularly approached by individuals who are looking to break into project management. This may be their first step on the career ladder, or because they see it as a great place to be (thanks The Apprentice and Lord Sugar) or the next step in their career. As such, we have a path in the annual census that allows us to separate out and take the views of these individuals; this year they accounted for 7% of our respondents.

Currently Students

The data supplied by UK based students who are currently studying with the ambition of breaking into PPM created the following snapshot:

- 73% are aged under 34 and 53% are female
- 53% say they already have some PPM experience
- 47% are looking to secure a role as a project manager, 33% are looking for graduate schemes
- 93% agree that a lack of 'real world' experience makes finding a PPM job harder
- 80% are worried about finding a suitable role
- 53% agree that employers do not appear to value qualifications

Break into PPM

The data supplied by UK based participants who currently have the ambition of breaking into a PPM role created the following snapshot:

- 48% are aged under 34 and 67% are male
- 15% are currently unemployed
- 8% have a Masters Degree in Programme/Project Management
- 61% want a project manager role, 14% are looking for a support role
- 23% are looking to work in IT, 12% Banking and Finance
- 22% have no experience in the sector they want to work in
- 53% have some form of PPM accreditation with Prince2 Foundation the most popular at 70%, followed by 42% at Prince2 Practitioner level and 14% APM IC

"I only completed my PRINCE2 course last month, however I am finding the lack of response from recruiters has been very discouraging" so far.

When asked about why they want to move into a PPM role 44% of the group said they were looking to improve their career prospects; 33% see it as the next logical step in their career and 11% believe that it will give them a better income.

As we can see in the graph the point about remuneration is certainly the case when we plot current incomes versus the expected incomes for this group.

Challenges facing the group in their bid to transition:

- 50% believe the current economic conditions are impacting their ability to find a suitable role
- 86% think that all they need is a break and somebody to give them a chance to show what they are capable of
- 56% believe recruiters do not understand the skills and competencies they could bring to a PPM role.
- 70% think their lack of relevant experience is impacting their ability to secure a PPM role
- 68% suggest the lack of entry-level roles is impacting their ability to find a job

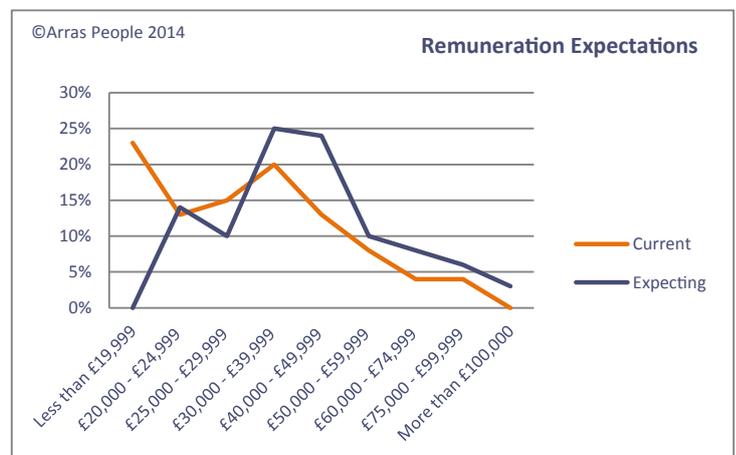


Figure 11a - Remuneration Expectations

We asked respondents who identified themselves as being responsible for the recruitment of PPM practitioners (not practising practitioners) a series of questions about how they recruit PPM practitioners in their organisations.

The good news is that 55% said their PPM teams had increase in size during 2013, 21% said their teams remained stable whilst 24% saw their team sizes shrink. Looking ahead to 2014, 59% anticipate that their PPM teams will increase, 31% think their team size will remain stable whilst 7% think their team size is set to shrink.

During 2013 69% of our respondents confirmed that they managed to recruit all the open PPM positions that they had, 10% had no open roles to fill and 21% did not manage to fill all their open positions. Positions that remained unfulfilled included Programme Managers, Project Managers and Support. 85% of the hires were created to meet additional demand from the business, whilst just 8% were required to replace practitioners that left their organisations.

When asked about how PPM practitioners were sourced the top 3 responses can be seen in Figure 74. We can also see how effective these channels were and how their usage changed based on the previous year. Whilst recruitment agencies came out on top, the use of networks, both personal and LinkedIn continued to see growth. This is a picture we have seen throughout this recessionary period as organisations look reduce their spending on recruitment.

	Effective	Use More	Use Same
Recruitment Agencies	72%	26%	58%
Personal Network	62%	45%	56%
LinkedIn	62%	74%	27%

Figure 74 - Source Candidates

In recent years the UK market has been perceived to be a buyers' market due to high levels of unemployment; with this in mind we asked our respondents how they anticipate the market to be in 2014. 41% believe that 2014 will remain a "buyers' market" for PPM practitioners; 31% believe 2014 will transition to a "sellers' market" as recruitment of PPM practitioners increases; 28% said they have not seen a "buyers' market" when looking to recruit PPM practitioners.

We asked respondents about how effective the CV is when recruiting PPM practitioners, we also asked practising practitioners who are involved in recruitment (Peer) the same questions to see if the view was consistent.

CV Effective		Poorly	Satisfactory	Well
PPM Experience	Recruiter	10%	76%	14%
	Peer	19%	69%	11%
Domain/Sector Experience	Recruiter	3%	72%	24%
	Peer	13%	69%	18%
Personality & Style	Recruiter	59%	38%	3%
	Peer	66%	30%	4%

Figure 73 - CV Effective

As can be seen in Figure 73, whilst the views are similar in terms of a pattern, the practising PPM practitioners have a more dismissive view of the value generally seen in PPM practitioner CV's. The data supported a view held by Arras People that most CV's sell Domain/Sector experience more effectively than practitioners PPM experience!

Practitioners continue to feel more comfortable writing about what and where they delivered at the expense of HOW!

What Matters?

Taking the principal of recruiter versus peer we also asked both cohorts about how important the four elements listed in Figure 72 are when considering the suitability of a PPM practitioner.

		Un important	Neither	Important
Membership of a professional body eg. APM, PMI	Recruiter	13%	45%	41%
	Peer	21%	49%	29%
Evidence of CPD (Continuing Professional Development)	Recruiter	10%	31%	59%
	Peer	9%	35%	55%
Evidence of "soft skills" training	Recruiter	6%	41%	51%
	Peer	5%	39%	56%
Has Prince2 accreditation	Recruiter	17%	34%	48%
	Peer	26%	48%	26%

Figure 72 - Recruitment what matters

Once again we see an agreement in terms of the pattern of distribution, with a difference in emphasis.

A great example is Prince2 which is commonly seen as a prerequisite in any filtering of CV's during a recruitment campaign yet only 26% of the peer group see this as being important.

Missing Talent?

The differences between those responsible for recruitment of PPM practitioners highlighted above would suggest that we have a misalignment in the recruitment process within many organisations which will impact their ability to identify and secure the services of the best PPM Practitioners.

We are constantly reminded that projects continue to fail, with some estimating that the success rate is declining rather than increasing! Whilst this is a significant concern, we wonder if it is really apparent who or what is to blame? Recent years have seen some sectors ‘sheep dipping’ all of those who are involved in the delivery of projects with Prince2, amongst others, being a favourite flavour for the dip. Once dipped these ‘practitioners’ are returned into the environment to go forth and deliver! Success appears to be expected, yet it is easy to wonder what has been done to the organisations environment to improve the chances of success for these dipped practitioners? As this is a subject we have not heard much about, we asked questions of our respondents to see if we can at least make a start on understanding how this fundamental issue is, or maybe isn’t, being addressed.

Without giving the game away we asked our working practitioners to tell us about the projects they work on in terms of their complexity.

Which of the following statements best describes the level of complexity within your projects?

Project Complexity Response	%
Low importance project; no budget and no defined / agreed outputs	0%
Low risk, low value project; clearly defined and supported, technically simple solution involving only a few disciplines and external interfaces	2%
Operationally important project; with a well defined specification although likely to have differences of opinion around how project delivered. Utilizing a number of disciplines and potentially a couple of external interfaces delivering a moderate budget	13%
Strategically important project; well defined specification and a substantial but not major budget, where stakeholder needs are understood but may need selling in some areas. Moderate numbers of stakeholders and moderate to high external implications	22%
Strategically important project; where stakeholders are known, but needs are yet to be fully developed. Involving relatively high numbers of disciplines and significant budget	29%
Strategically important project; high profile, strategic investment utilizing wide range of technical disciplines with unknown or vague stakeholder requirements, numerous interfaces	33%

Figure 12 - Complexity UK PPM Practitioners

As we can see in the table the responses based on the categorizations offered, 85% of the UK based practitioners are, in their opinion, working on strategically important projects with varying degrees of complexity. When we look further into these figures for PPM practitioners who own projects with a value of >£1M the number delivering strategic projects rises to 93% in a combination of 14%, 35% and 44% respectively. So the burden of expectation appears high on our practitioners having been allocated significant budgets and deliverables that are of strategic importance to their organisations.

So having been given this responsibility we were interested to see what the PPM practitioners thought about the environment in which they were being asked to deliver; so we asked the practitioners to categorise the environment in which they are delivering.

Which of the following statements best describe the project environment in which you typically work?

Project Environment	%
Projects are managed informally (ie not documented) and little standardization exists across the organization. Successful delivery is dependent upon key individuals	8%
Basic management processes exist, and the track record of key individuals allows for repeatable project success. Generic training has been provided although risks of cost and time overruns exist due to lack of process rigour	31%
Projects are managed through a clear management and technical processes, sponsored by senior management, with defined process owners. An established training programme supports a consistent approach aided by organization-wide process improvements	35%
Project performance is managed through the use of appropriate metrics and quantitative methods integrated into the overall organizational performance management. Senior management create a culture of quality and actively encourage innovation to achieve goals	17%
A culture of continuous improvement is reinforced by the senior management team. Often described as a learning organization, performance measures are used to forecast future project capacity and capability demands	9%

Figure 13 - Complexity UK PPM Practitioners

As we can see in the table above the responses were well distributed across the available options from a very basic project environment with little process and standardisation (8%) through basic (31%) to ones where maturity and continuous improvement are present (9%). Overall not a great picture with just under 40% suggesting that their environment lacks process rigor. When we look further into these figures for PPM practitioners who own projects with a value of >£1M we do not see any dramatic changes to the distribution with 7% saying their environment is informal, 26% basic, 34% consistent, 22% metricised and 12% mature. Whilst it is slightly encouraging that there is a 6% move up the maturity scale there is also a major concern that significant budgets are being managed in environments that lack appropriate formality and rigour and are highly dependent on key individuals.

Organisation Fit for Purpose?

When we look across sector and compare the Public and Private sector environments (Figure 17), the data suggests that the Private sector have a slightly higher level of maturity in their environment.

However the differences are not significant and still offer a level of concern especially when we segment the practitioners who say they are delivering the most strategically important projects.

In this scenario we see 47%/42% (Public/ Private) being delivered in environments characterised as informal/basic by the PPM practitioners with just 11%/16% being delivered in what we have classified as a mature project environment!

Complexity – Environment Matrix

When we map the responses for Complexity against Environment we get the results as shown in the graph (Figure 14) which suggests that there is much work to be done to improve the environment in which many organisations host and deliver projects.

We have seen that sheep dipping is not the answer, as you are only impacting the individual. The real step change will only come when we empower the individuals in an organisation that fully supports and appreciates what is required if project success is to be achieved.

Maybe every project risk register should have the PPM environment in which it is to be delivered at the top of their risk register so that the C-Suite are made fully aware? If it was my money I would certainly appreciate having this view.

	All	Public	Private
Informal	8%	7%	7%
Basic	31%	32%	30%
Consistent	35%	36%	34%
Metrics	17%	16%	19%
Mature	9%	8%	10%

Figure 17 - Sector Environment - UK Practitioners

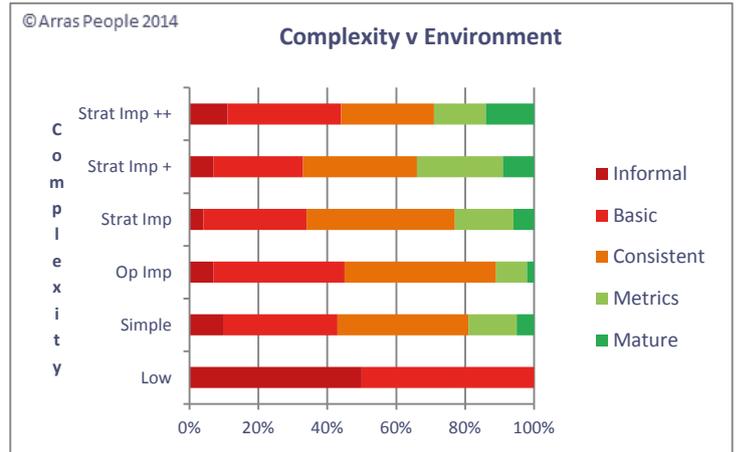


Figure 14 - Complexity Vs Environment - UK Practitioners

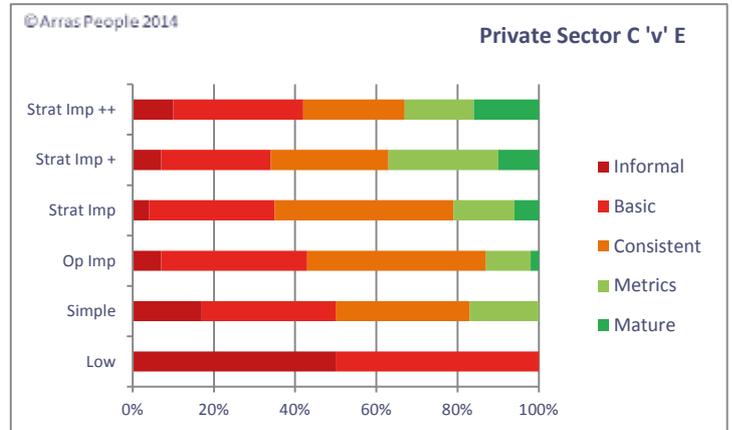


Figure 15 - Private Sector Complexity Vs Environment - UK Practitioners

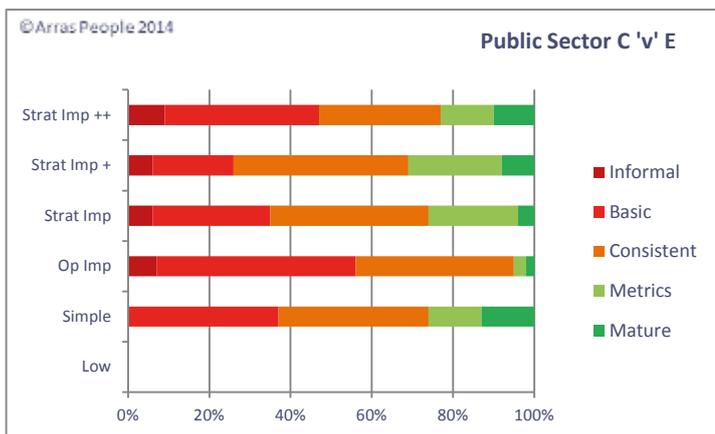


Figure 16 - Public Sector Complexity Vs Environment - UK Practitioners

2014 sees the introduction of AXELOS into the PPM accreditation supply chain as they take over responsibility for the Best Practice Portfolio formally managed by the Cabinet Office with the support of APMG.

As we can see in the table the portfolio of products in their stable is again strong in terms of take up with our UK based PPM practitioners with Prince2 at 69% maintaining its dominant position in the marketplace. They also have possession of the second most popular product at 24% with MSP (Managing Successful Programmes).

It will be interesting to see if the move from a “UK Government approved” product set to a new Capita backed independent commercial company will have any impact on how the portfolio is viewed in the market place as we move forward.

The number of practitioners who have none of the common accreditations has fallen to the lowest level we have recorded at just 15%, though if PPM is to be seen as a profession further work is still required to get this number to zero.

Agile

For a number of years there has been a strong message to the market that Agile project management methods are going to be the next leap forward to increase project efficiency and success.

As we can see in the table (Figure 20) there are 15% of the UK based respondents who currently use Agile in their day to day role, whilst 22% have had no exposure to Agile concepts and methods. Of the 15% just 17% use Agile for all projects, whilst 72% deploy the method where it is deemed to be suitable.

When asked about common Agile accreditations 90% of the respondents with exposure to Agile, indicated that they had none of those listed in the survey. Take up of the APMG, PMI and DSDM accreditations compared to those more commonly associated with PPM are still at a relatively low level.

When we asked our respondents do “Project Managers need Agile accreditations if they are to effectively manage a project where Agile is used” 48% said no, 29% were unsure and 23% said they do. This could suggest that Agile is seen by many practitioners as one of the streams within the project, rather than the project itself. As a consequence specific training and accreditation is deemed unnecessary if you are managing the overall project?

Basic	All
IC - APM Introductory Certificate	5%
CAPM - PMI Certified Associate in Project Management	1%
Prince2 (Foundation/Practitioner)	69%
APMP - APM	23%
PMP - PMI Project Management Professional	9%
MSP - Managing Successful Programmes	24%
PgMP - PMI Program Management Professional	0%
CPM - APM Certificated Project Manager	2%
P3O - Portfolio, Programme and Project Offices	5%
None of the above	15%
Qualification Ration	1.52

Advanced	All
Prince2 Professional	12%
MoV - Management of Value	1%
MoP - Management of Portfolios	3%
PfMP - PMI Portfolio Management Prof	0%
M_o_R - Management of Risk	8%
Risk Management - APM Certificate	2%
RMP - PMI Risk Management Professional	1%
ITIL - IT Service Management	16%
Six Sigma	11%
None of the above	63%
Qualification Ration	1.17

Overall Qualification Ration	2.06
-------------------------------------	-------------

Figure 18 - PPM Accreditation currently held by UK Practitioners

Agile use	ALL
I use Agile in my day to day role	15%
I am familiar with Agile concepts and methods but do not currently use them	29%
I am aware of Agile concepts and methods but do not currently use them	34%
I have no exposure to Agile concepts and methods	22%

Figure 20 - Agile use by UK Practitioners

Agile Deployment	ALL
All projects use Agile methods	17%
Selected projects use Agile methods	49%
Selected work-streams within projects use Agile methods	23%
Individuals champion the use Agile methods	11%

Figure 21- Agile used how - UK Practitioners

Agile Accreditation	ALL
Certified Scrum Master	4%
Certified Scrum Professional	1%
APMG - Agile Project Management Practitioner	3%
PMI - ACP - Agile Certified Practitioner	1%
DSDM - Atern - Advanced Practitioner	2%
None of the above	90%

Figure 19 - Agile Accreditation currently held by UK Practitioners

Every year in the Benchmark Report we profile the PPM practitioners as per the table (Figure 22) which looks at a simple career level, the rationale used to determine that level and the number of years' experience.

As we can see the results have been consistent over the last 3 years with over 90% seeing themselves as Practitioners or Senior and two thirds saying that a combination of experience, accreditation and education gives them this status.

This year we decided to see if we could dig further into this area and broaden the analysis of our practitioner respondents

Career Level	2013	2012	2011
Entry	1%	1%	1%
Foundation	5%	7%	6%
Practitioner	49%	48%	49%
Senior	44%	45%	45%
Career Rationale	2013	2012	2011
A Combination of all three	67%	66%	64%
My Experience	29%	30%	32%
My Accreditation	3%	2%	3%
My Education	2%	2%	2%
Years PPM Experience	2013	2012	2011
<1	5%	5%	6%
2 to 3	9%	14%	10%
4 to 5	10%	12%	13%
5 to 10	25%	27%	25%
10+	51%	42%	46%

Figure 22 - Career detail of UK Practitioners

Self-Ranking

We started the process by asking the practitioners to rank themselves against six elements as shown in the table (Figure 23). As anticipated in most elements the respondents marked themselves above average (60%), average (33%) and the remainder either below average or 'No Idea'. The one significantly different element being PPM Accreditation where there was a significant shift.

Self Ranking	- Avg	Avg	+ Avg	No Idea
Formal Education	9%	37%	51%	3%
PPM Accreditation	12%	46%	34%	8%
PPM Experience	5%	33%	59%	4%
PPM Knowledge	2%	34%	60%	4%
PPM Competence	1%	30%	66%	4%
Leadership	2%	30%	63%	4%

Figure 23 - Self Ranking UK Practitioners

Having answered the grading questions we then asked for the rationale behind the practitioners selections. Again the result was not a complete surprise as 'gut feel' came out top with 54% of the responses. 44% of the practitioner group indicated some form of assessment and the remaining 2% a guess! When the results were cut by those with membership of professional bodies APM and PMI there was no significant difference in the distribution.

Self Ranking - Rationale	
Guess	2%
Gut Feel	54%
Formal Self Assessment	23%
Assesment +	17%
Benchmarked Assessment	4%

Figure 24 - Self Ranking Rationale UK Practitioners

Competency Framework

Those practitioners who indicated that they undertake some form of assessment were asked to identify the tools that they use. Employer based models came out on top which are used for 18% of the practitioner group, followed by 15% for the APM Competency framework.

Competency Framework	%
APM Competency Framework	15%
PMI Competency Framework	4%
Employer Competency Framework	18%

Figure 25 - Framework Used UK Practitioners

Finding the Standard

Of those practitioners who do not currently benchmark themselves we asked if they could see any value in doing so, a resounding 94% could see some value in doing so to test their knowledge and experience, professional development, training needs and skills gaps. 26% of this group expressed the opinion that no suitable assessment tool exists for their role, whilst 31% said that the return on investment is too low. Amongst the practitioners who do undertake some form of assessment there was also a desire to measure against a wider control group.

As we move into 2014 our question for the community is, if we want to be recognised as professionals is 'gut feel' a good enough way to manage our career? Whilst the ideal model may not exist today, benchmarking has to start somewhere, so some level of assessment can only do more good than harm if we want to uncover and understand what 'good' looks like across the various PPM practitioner roles.

In this year's survey we asked our respondents about their career aspirations which seemed a natural follow on to the questions about benchmarking and self-assessment of capabilities. The aim was to better understand where our respondents see themselves today and what, if any, aspirations they have for the future.

Current Roles

As we can see in Figure 34, we mapped out some of the common roles associated with the PPM community and introduced levels. We then asked respondents to identify their current position on the map which allowed us to generate the heat map based on responses.

All areas of the map received results with the largest group at 41% being those who identified themselves as Project Managers. The second hottest group was Programme Managers with 22%. PPM Consultants and Portfolio Managers each hit the 8% with PMO Managers and Change Managers each hitting 7%.

Interestingly the pictorial response saw a level of deviation from the earlier question asking respondents to identify the Job family which they currently associate themselves with.

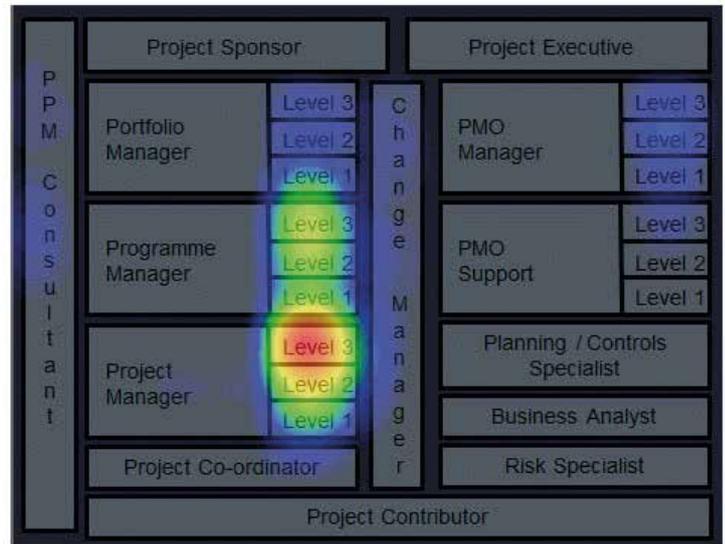


Figure 34 - Current Role UK PPM Practitioners

Career Aspiration

We asked our respondent if they have a career aspiration to move to a different PPM role than that previously indicated. Overall the response was 56% in the affirmative that they are looking to move on in their career. By gender 62% of females indicated yes with 54% of the males; the under 34's hit the highs of 79%, whilst the over 50's indicated just 36%. Our middle group of respondents aged between 35 and 49 indicated that 61% have a career aspiration.

Future Roles

As we can see in the heat map the hot spot moves into the programme management area with increased numbers in the Portfolio, Change and PMO Manager roles as well as the PPM Consultants.

The result appears to reflect what many PPM practitioners would see as a natural career path; Project to Programme to Portfolio Manager, almost as a rite of passage. Whilst moves to roles such as PMO Manager, PPM Consultant, Sponsor and Executive are easily understandable from a career point of view; is it true that a good Project Manager would equally be as capable of delivering as a Programme Manager; with the same principal applying to those looking towards Portfolio Management?

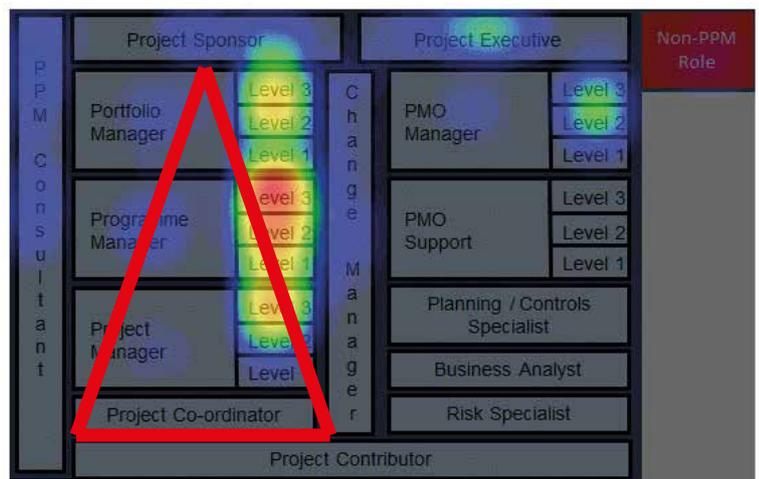


Figure 35 - Future Role UK PPM Practitioners

As well as the skills and competencies we also need to be aware of the organisation and market demands as represented by the red triangle in Figure 35. Career opportunities are always going to be restricted by the natural order of demand with fewer openings and higher expectations/requirements as we climb the ladder.

Having established the desire for career advancement we asked the practitioners about their readiness to achieve their goals.

	Disagree	Unsure	Agree
I have a clear development path to achieve my goal	33%	26%	41%
I understand the competencies required in the new role	10%	14%	76%
I understand the training required to achieve my goal	17%	22%	62%
I need some coaching if I am to attain my goal	6%	15%	78%

Figure 36 - Ready for Change UK Practitioners

As we can see from the responses, 59% of the practitioners do not have a clear development plan that will support their goal. Yet at the same time 76% believe that they understand the competencies required in the role to which they aspire. 62% say they understand the training they will need to undertake in order to prepare for their new challenge.

These responses, in addition to the results which identified that many practitioners are using “gut feel” rather than a mapped competence assessment to manage their careers, suggest that there is potentially a lot of confusion in the PPM market place.

The 78% response to our final question regarding the need for career coaching indicates that the initiatives of ppmtalent.com are addressing a market that is in demand.



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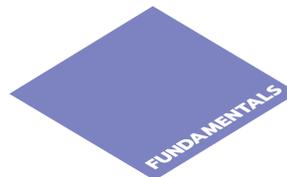


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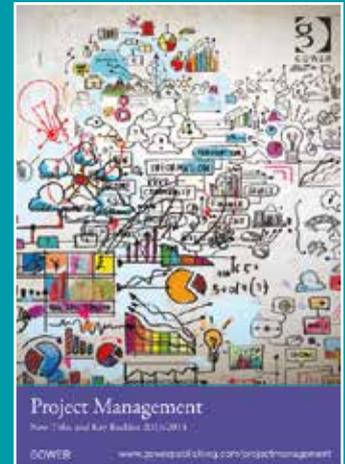
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With Arras People taking on more assignments in the Public sector requiring candidates to have existing UK security clearance, we decided to add an additional question to see if we could gauge the size of this pool of practitioners and the impact that clearance has on remuneration. Of primary interest to us were the SC -Security Check or SC Cleared and the DV - Developed Vetting or DV Cleared levels of clearance as they both have specific requirements in terms of how they are acquired and then maintained.

Small Pool of Practitioners

As we can see in the table, just 22% of the UK respondents indicated that they currently hold either SC or DV clearance, with this number increasing to 24% for those in permanent employment and reducing to 18% for those who operate as contractors. The 19% return for SC amongst the practitioners currently unemployed answered our first question about whether securing security clearance opened the door to a 'job for life' club!

UK Security - By Status	SC	DV	None
All UK Practitioners	19%	3%	78%
Employee	20%	4%	76%
Contractor	16%	2%	81%
Unemployed	15%	0%	85%

Figure 26 - UK Cleared Practitioners

This was further backed up by the fact that 14% of our respondents indicated that they had previously held some level of clearance which is now lapsed.

Where do they work?

When viewed by current sector, we were surprised to see the contractors and employees indicate a similar 62%/37% split in terms of current engagement; the surprise being that the 62% are currently working for the private sector! At this point we are unable to identify how many of the private sector cohorts are currently delivering into the public sector and thus need their clearance versus those who have clearance and are not using it in their current role.

A more detailed view would better help us understand the size and shape of the potential resource pool available to those who are looking to recruit for roles both in the public and private sectors. This is especially applicable where public sector organisations are looking to recruit contractors on a short lead time and thus not offering any sponsorship. Not adding to the gene pool is a situation which has led many contractors to comment on the creation of a "closed shop" which bars free movement of labour and one that could lead to an escalation of labour costs for public sector projects as they have to look to consulting organisations to fill the open requirements .

Salary Impact for Employees

As we can see in the graph there is a noticeable difference to the distribution of practitioners who have SC/DV clearance when compared to those who do not have clearance and the All (combined average).

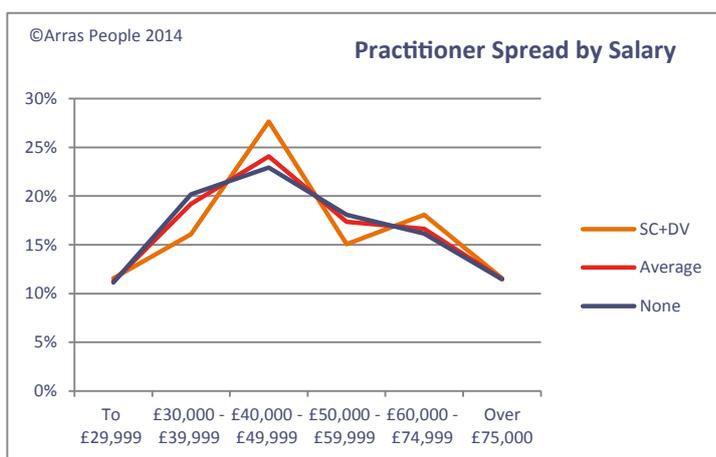


Figure 27 - UK Cleared - Salary Impact

As a group the security cleared cohort have a higher percentage in the typical earning group associated with project management £40 to £50K. At 27% this is 3% higher than the All plot and 4% higher than those with None. When we consider the distribution to the average peak the All and None account for 55% of the distribution against 53% for those with SC or DV clearance, suggesting a higher level of reward for this group.

Whilst we see a drop off for the security cleared cohort in the £50 to £60K salary band they recover the situation in the upper earnings bracket with 33% earning £65K and above compared to 28% of those with no clearance.

The data would suggest that project management practitioners on a salary with a current SC or DV clearance have the potential to earn better money than their peers who do not, once they have accumulated knowledge and experience.

Day Rate Impact for Contractors

As we can see in the plot of day rate attained by contractors shown, once again we have a significant difference between the distributions of those with and those without a current level of security clearance. Interestingly, the impact is not as positive at the lower end of earnings as it is for those who are employees earning a salary.

As a group the security cleared practitioners earning below £350 per day account for 28% of the cohort compared to 30% for All and 31% for those with None. The step across rates is however very noticeable which may suggest strict banding and day rates for the security cleared contractors at this level. As we hit the £350 to £449 band we see the security cleared contractors at a level 2% higher than those without clearance.

At the level of <£450 all groupings are hitting the same population count of 55%. As we move to the £450 to £649 band we see the contractors without security clearance take the advantage with 37% in this group compared to 31% of their security cleared peers. The All in this range returns a count of 35%. Analysis of the upper earnings bracket £650+ per day shows those contractors with security clearance having greater population with 15% of the cohort in this band. This compares to 10% for the All and 8% for those with None.

Once again the analysis suggests that the real money for security cleared contractors comes once they can accumulate enough relevant experience whilst maintaining their clearance. A long game perhaps, or is this where practitioners leave permanent employment to reap the benefits of the high rates offered as a contractor? Also known as the infamous 'revolving door'.

Leaking Gene Pool

With such a relatively small resource pool of SC and DV cleared practitioners available to the Public Sector organisations, it would appear that the challenge is maintaining a PPM practitioner pool that is able to meet the resourcing demands.

Interpreting the remuneration by sector graph it would suggest that there is a challenge retaining the services of senior practitioners >£60K. At the same time we see an above average distribution of the Private sector SC and DV cleared practitioners >£60K which would suggest that switching is a common practice. A similar picture is painted when looking at the contractor remuneration.

If we do not understand and actively manage this labour pool and create a mechanism through which a pool of flexible contractors can be cleared there is a danger that the requirements will be swept up by the "consulting organisations" who will be able to facilitate sponsorship and then charge premium rates for their supply.

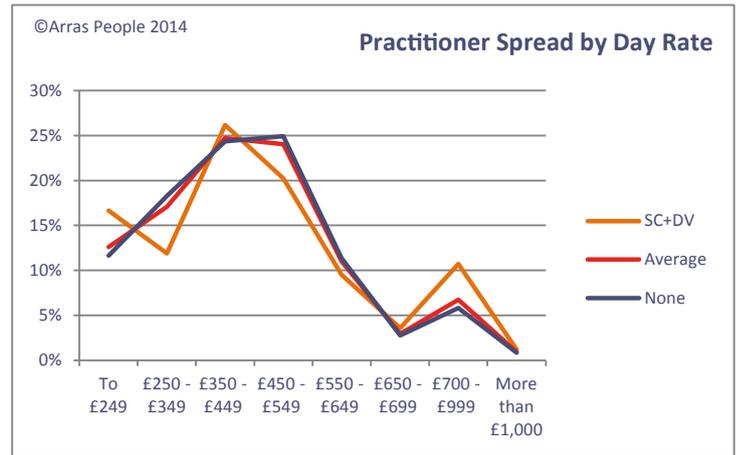


Figure 28 - UK Cleared - Salary Impact

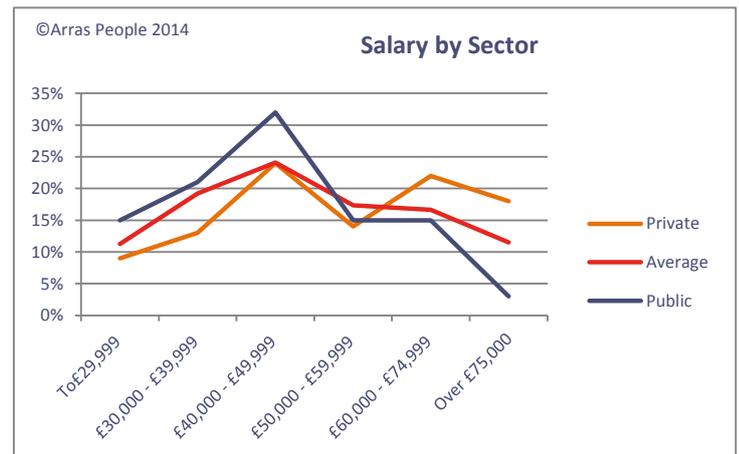


Fig 29 - UK Cleared - Sector Salary

Unemployed Practitioners

Unemployed UK based PPM practitioners once again fell as a percentage of the respondents to this year's survey. The overall figure dropped to 8% just 1 percentage point from the figure recorded last year. The figure for UK Nationals saw a 3.2% drop, similarly the EU Nationals dropped by 0.7% whilst Non UK/EU Nationals saw an increase of 3.9%.

Overall the demographic has not changed significantly in the 12 months with private sector employees still making up 75% of the group. Of this group 59% were operating as Project Managers.

Long Term Unemployment

Being over 50 and male seems to be a recipe for long term unemployment! Of those who have been unemployed for more than 12 months 94% are male and worked in the private sector. They are educated with 74% having Degree or Masters level education, though 29% do not have any formal PPM accreditation compared to 15% of their working peers.

The frustrations of this group show through in comments which refer to the perceived triple whammy of age, too much experience and extended time away from the coal face! If recruiting organisations are adverse to this, are they creating a group of unemployable rather than the unemployed practitioners?

Previous Incomes

As we can see in the graph plotting income levels prior to unemployment the distribution is returning to the norm in terms of PPM practitioners. This year we see an increase of those under £40K which has risen by 8% to account for 33% of the group. At the higher earnings level we have a kick which represents some of the long term unemployed practitioners discussed above.

Personal Confidence

As we can see in Fig 39, personal confidence looking forward into 2014 amongst the group is higher than twelve months ago and 62% are feeling better than neutral compared to 49% at this time last year. Whilst we have seen a 10% drop in those feeling low/gloomy about the year ahead a significant number here are the long term unemployed.

Domiciliary Status	2013	2012	2011
UK National	79.2%	82.4%	75%
EU National	10.4%	11.1%	14%
Non UK/EU National	10.4%	6.5%	12%
Age	2013	2012	2011
<34	14%	15%	12%
35 to 49	40%	39%	44%
>50	43%	46%	43%
Gender	2013	2012	2011
Male	75%	81%	71%
Female	24%	19%	28%
Sector	2013	2012	2011
Private	76%	74%	68%
Public	15%	19%	26%
Charity / NFP	8%	6%	6%
Status	2013	2012	2011
Employee	71%	77%	72%
Contractor / Temp	26%	23%	28%
Role	2013	2012	2011
Programme Manager	12%	13%	12%
Project Manager	59%	58%	61%
PMO	8%	15%	15%
PPM Consultant	8%	7%	11%
Years PPM Experience	2013	2012	2011
<1 Year	13%	7%	10%
2 to 3 Years	15%	8%	12%
4 to 5 Years	12%	10%	15%
5 to 10 Years	22%	30%	26%
10+ Years	38%	44%	37%
Period of unemployment	2013	2012	2011
< 3 Months	32%	33%	29%
3 to 6 months	24%	21%	24%
7 to 12 Months	15%	13%	14%
>12 Months	29%	32%	33%

Figure 37 - UK Unemployed Practitioners

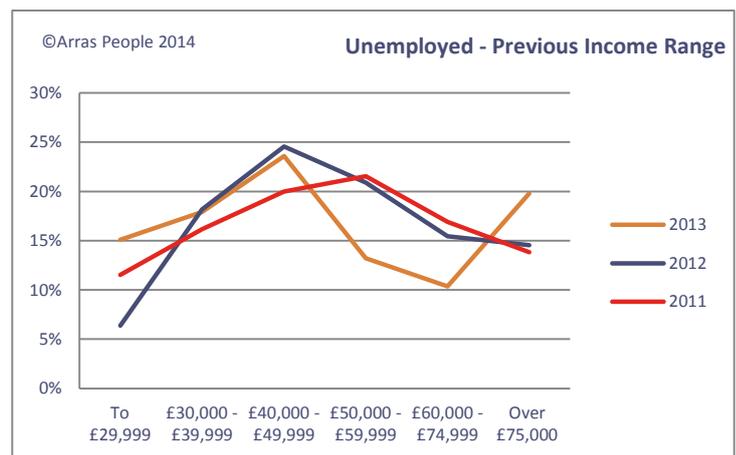


Figure 38 - UK Unemployed Practitioners



Figure 39 - UK Unemployed Confidence

Confidence returns?

At first glance it appears the UK PLC is on the up and confidence is once again taking a foothold in the view of our working respondents. Those who are anticipating contraction and hard times during 2014 has reduced by 8% to just 16% a figure not seen since our records began back in 2008. At the same time 47% are anticipating steady normal growth in 2014, again a record number.

However the underlying data paints a picture that may temper this optimism as we look at the tale of two sectors. As we can see in the graph the Private sector is outperforming the overall response with higher than average levels of confidence. More worryingly the Public sector has a plot that mirrors that recorded back in 2009.

The difference between the sectors in terms of hard times (Contraction + Hard Times expected) at 39% reflects the position going into 2011 when the gap was at a record 41%. It should however be noted that back in 2010 the Private sector was in decline whilst the Public sector were the more positive.

Job Cuts Imminent?

When asked about anticipated job cuts the practitioner data once again suggest a more positive picture than over recent years with 54% anticipating no job cuts during 2014, the best since we began tracking this back in 2010.

Bearing in mind the sector confidence we looked deeper into the job cuts data to see if we could uncover the reason for the low Public sector results.

As we can see in the graph we again have a significantly different picture between the two sectors with the Private sector at 59% anticipating lower levels of job loss in 2014. There are some cuts anticipated and 4% anticipating major cuts in their organisation.

The Public sector response once again tracks the overall levels seen since entering 2010 with 43% anticipating job losses or major cuts in 2014. Whilst not a record level in its own right, this continues a trend of high anticipation which we have not seen convert to actual Public sector unemployment in our annual data collection.

	2013	2012	2011
Buoyant	15%	16%	8%
Steady Normal Growth	47%	36%	30%
Neutral	23%	25%	30%
Contraction	10%	14%	20%
Hard Times	6%	10%	12%

Figure 40 - Sector Confidence - Working UK PPM Practitioners

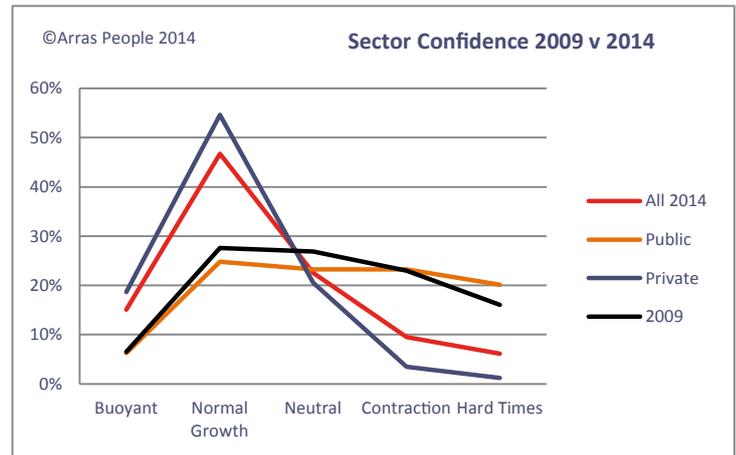


Figure 41 - Sector Confidence - Working UK PPM Practitioners

	2013	2012	2011
No cuts	54%	48%	42%
Some cuts	27%	34%	35%
Major cuts	4%	6%	9%
No view	15%	12%	14%

Figure 42 - Job Cuts - Working UK PPM Practitioners

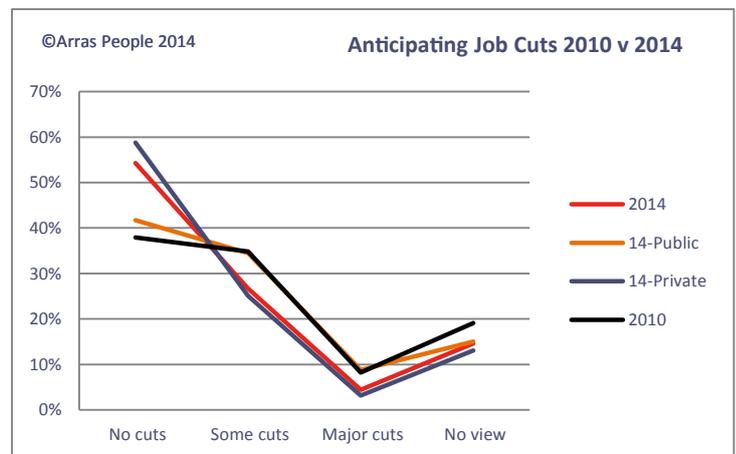


Figure 43 - Job Cuts - Working UK PPM Practitioners

The responses to our question regarding how working practitioners were feeling compared to 12 months ago are shown in the table. Once again in spite of continuing low pay settlements and higher than planned inflation we see a picture that improves on the position 12 months ago. Feeling better off were 33% of respondents, up 6% on last year. At the same time those feeling worse off fell by 6% to 32%, leaving 35% feeling about the same. Contractors led the way in the feel good stakes with 11% indicating that they feel much better off and 26% slightly better off.

When we plot the data collected this year by sector we again see a large discrepancy between those working in the Public and Private sectors. Compared to the position entering 2010 when 49% of our respondents indicated that they were either slightly or much worse off, this year's responses are a significant improvement at 32%. However when we look at the breakdown we see 28% of Private sector respondents compared to 40% Public sector workers and 29% of contractors versus 33% of employees. So overall we continue to see differing fortunes across the sectors.

Personal Confidence

Personal confidence has never been a major issue with the UK PPM practitioners throughout the great recessionary period as they have, on the whole, shown themselves to be a hardy lot. Looking at the overall picture as we enter 2014, we again see an increase in personal confidence over the position twelve months ago. Those feeling buoyant, from the 11% low recorded as we entered 2010 have recovered to 19%, with a similar recovery for those feeling steady 55% v 37%. Even our less positive respondents have reduced as we see just 12% feeling low/gloomy compared to 17%.

Across sector we again see a difference with 79% of the Private sector respondents recording some level of positivity compared to 63% of those in the Public sector. The differential between employees and contractors is less at 73% and 76% respectively.

In the Arras People positivity index (Figure 46) we see the males respondents overtaking their female compatriots in the positivity stakes compared to this time last year whilst the under 34's maintain their position in the age group classification. Finally and maybe not unsurprisingly those who feel much better off also feel the most confident as they head into 2014, though 4% couldn't raise a smile! Those living in London had the highest smile count at 81% followed by the Midlands on 78%, Wales came bottom of the regional list with 58%.

	2013	2012	2011
Much Better Off	8%	7%	9%
Slightly Better Off	25%	20%	18%
About Same	35%	34%	31%
Slightly Worse Off	25%	31%	33%
Much Worse Off	7%	7%	9%

Figure 44 - Working UK Compared to this time last year I am

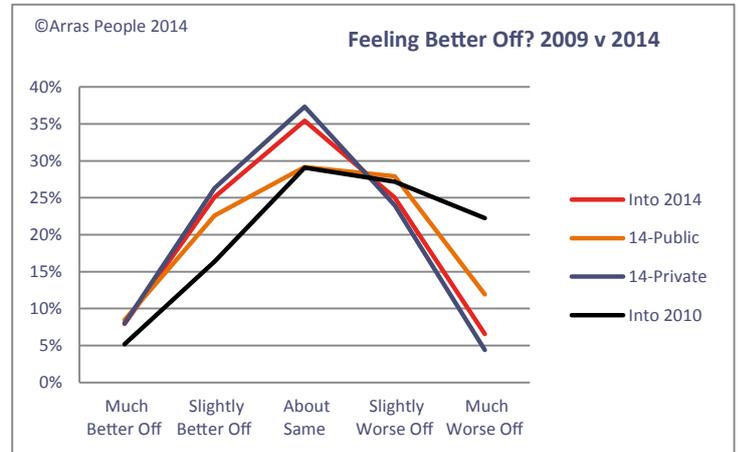


Figure 45 - Working UK compared to 2009



Fig 47 - UK Employed Practitioners Confidence

2014	☹	←	☺	→	😊
Much Better Off	1%	2%	1%	43%	53%
Slightly Better Off	0%	3%	7%	67%	23%
About Same	0%	6%	13%	63%	18%
Slightly Worse Off	2%	21%	24%	44%	9%
Much Worse Off	14%	38%	14%	29%	5%
	☹	←	☺	→	😊
Male	1%	11%	12%	56%	20%
Female	2%	11%	15%	54%	18%
	☹	←	☺	→	😊
Under 34	0%	3%	12%	61%	24%
35 to 49	2%	12%	14%	52%	20%
50+	1%	14%	12%	58%	15%
	☹	←	☺	→	😊
Programme Manager	2%	10%	10%	57%	21%
Project Manager	1%	12%	14%	54%	18%
PMO/Portfolio Manager	0%	13%	13%	61%	13%
PPM Consultant	1%	8%	13%	55%	23%

Figure 46 - Working UK Practitioners - Positivity Index

2013 Remuneration Patterns

With inflation in the UK economy steadily moving lower over the course of 2013, we saw the CPI (Consumer Prices Index) hit its target of 2% in December. At the same time the RPI (Retail Prices Index) fell to 2.7%. Based on these inflation figures 70% of the UK practitioners saw their remuneration fail to beat inflation during 2013 as they received increases of less than 3%.

Overall we saw an improving picture in that the numbers seeing a real negative in terms of their remuneration fell to 11% compared to 15% last year and 27% in 2009. This figure is 8% higher than the forecast recorded in last year's PMBR, whilst the number of respondents having no change was 6% higher than forecast. So overall 14% fewer than forecast saw an increase in remuneration during 2013 as pay increases on the whole remained tight.

Contractor Rates

As we can see in the graphs, contractors on the whole saw another tough year in terms of their day rates as 46% saw no change during 2013. Either side of this we had a real mixed bag with 18% achieving increases of 8% or more whilst 21% saw their rates drop. In its own right this is still a significant number but represents a slow down on the 31% who saw a drop in the previous year and the 42% back in 2009.

Looking across the sectors 46% of Private sector contractors saw no change of rate during 2013 compared to 41% of those working in the Public sector. Surprisingly the Public sector contractors also saw a higher level of increases with 37% achieving an increase compared to 33% of their private sector peers; of these 20% achieved increases of 8% or more.

Employee Salaries

Employees seeing no change in remuneration remained steady at 32% compared to the previous year, with 6% recording a drop. 33% saw their pay rise by less than 3% whilst just 8% achieved increases of 8% or more. So in real terms 70% failed to achieve an increase above the inflation rate.

Across the sectors 65% of Private sector employees saw a raise in their salary compared to 52% of those working in the Public sector. Of these, 35% achieved increases of 3% or more compared to 13% in the Public sector, suggesting that the wage caps implemented by the government are generally holding back pay growth.

	2013	2012	2011
>8% Inc	12%	9%	11%
+5 to 7%	5%	5%	6%
+1 to 4%	34%	33%	23%
No Change	37%	37%	42%
-1 to 4%	3%	4%	3%
-5 to 7%	3%	2%	2%
>8% Fall	5%	9%	13%

Figure 48 - Movement in UK Practitioner Remuneration

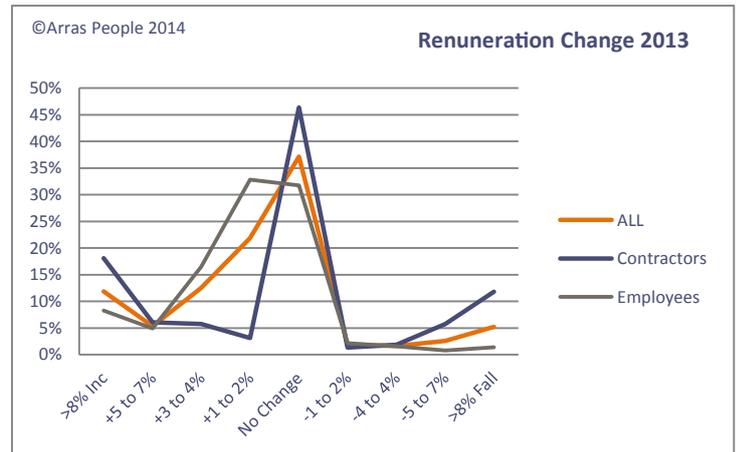


Figure 49 - 2013 Remuneration Movement UK Practitioners

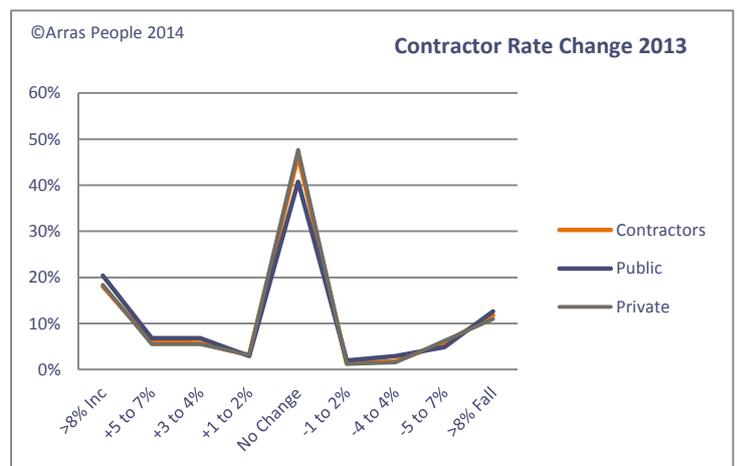


Figure 51 - 2013 Rate Movement UK Practitioners

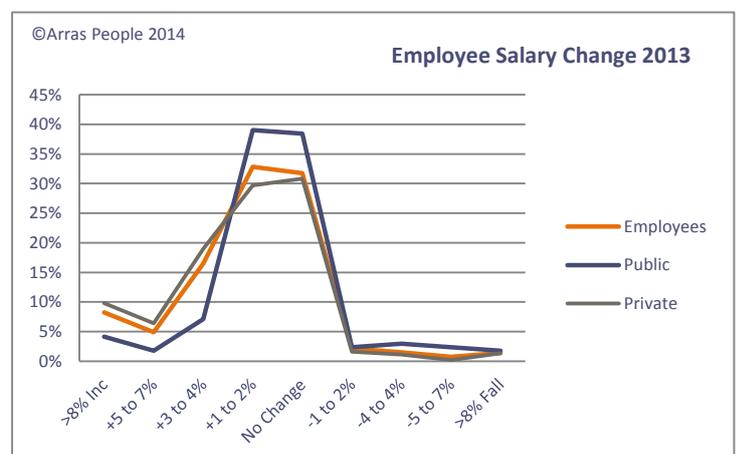


Figure 50 - 2013 Salary Movement UK Practitioners

With much discussion in the UK about the ‘cost of living crisis’ the IFS (Institute for Fiscal Studies) has forecast that wages will start to rise faster than inflation during 2014 and as such real incomes will increase for many for the first time in 5 years.

Contractor Rates

As we can see in Figure 52 the contractors who responded to the survey are not quite as confident as the IFS with just 22% anticipating their rates increasing above inflation if it remains at the target rate of 2%.

Those anticipating that their rates will fall once again reduced to 12% which is a significant improvement from 2009 when the figure was 28%. However the vast majority 66% see no real rise in their rates on the horizon this year.

Across sector we see 24% of contractors in the Private sector expecting a real increase compared to 21% in the Public sector, where 13% are anticipating their rates to fall.

Across both sectors 66% see no real rise in their rates on the horizon this year.

Employee Salaries

The employees who responded to the survey as we can see in Figure 54 mirror the feelings of their contracting peers in lacking the confidence of the IFS; we have 28% anticipating their rates increasing above inflation if it remains at the target rate of 2%.

Those anticipating that their salary will fall once again reduced to 2% which is a significant improvement from 2009 when the figure was 15%. However the vast majority 71% see no real rise in their rates on the horizon this year.

Across sector we see a difference in those anticipating a fall in their salary with just 1% of employees in the Private sector compared to 5% in the Public sector.

This adds to the trend of evidence suggesting that the anticipated cuts in public spending may really start to bite in 2014!

33% of Private sector employees anticipate a real increase compared to 15% in the Public sector, where 39% are anticipating no change.

Contractor Rates	2014	2013	2012
Fall	12%	18%	21%
Unchanged	58%	59%	58%
Increase	30%	23%	21%
	All	Public	Private
Fall	12%	13%	10%
Unchanged	58%	55%	59%
Increase 1 to 2%	8%	10%	7%
Increase 3 to 4%	7%	8%	7%
Increase 5 to 7%	8%	8%	9%
Increase >8%	7%	6%	8%

Figure 52 - Anticipated Day Rate changes 2014

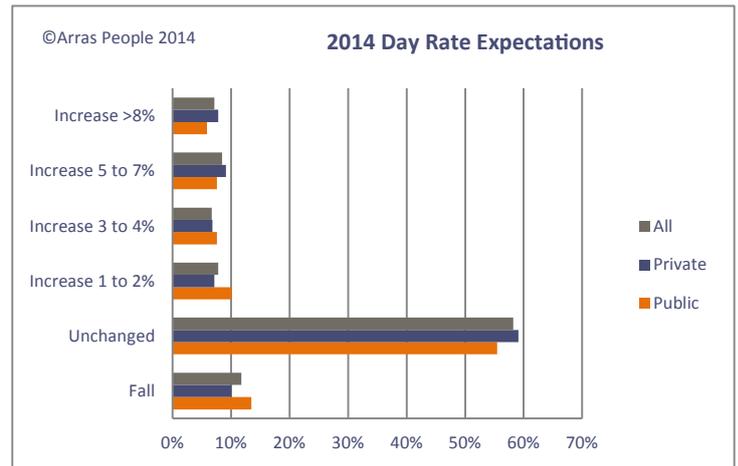


Figure 53 - Anticipated Salary changes 2014

Employee Salary	2014	2013	2012
Fall	2%	3%	4%
Unchanged	31%	36%	41%
Increase	67%	61%	55%
	All	Public	Private
Fall	2%	5%	1%
Unchanged	31%	39%	29%
Increase 1 to 2%	39%	41%	37%
Increase 3 to 4%	17%	11%	20%
Increase 5 to 7%	5%	2%	5%
Increase >8%	6%	3%	7%

Figure 54 - Anticipated Salary changes 2014

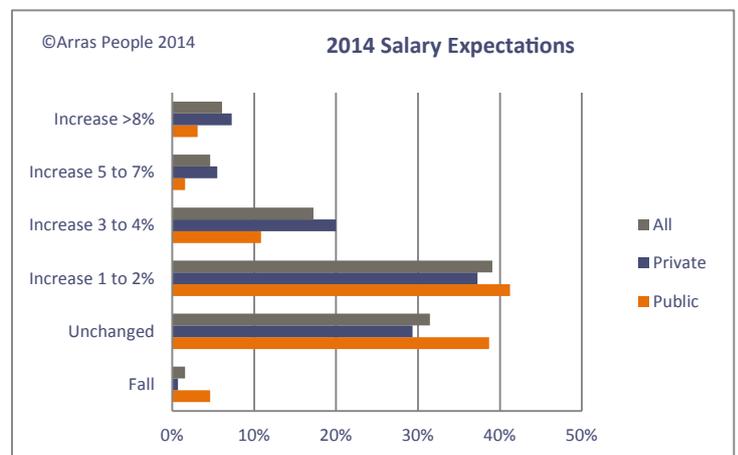


Figure 55 - Anticipated Salary changes 2014

The contracting group made up 36% of the working UK practitioner group in this year's survey which is a 3% increase on last year and takes us back above the figure for 2011. Overall there seems to be overriding sense of confidence moving into 2014 that the number of opportunities is on the increase, though rates are not yet in recovery mode.

Seasoned contractors are still concerned about the 'cheap alternatives' available in the market, though data suggests that many of these are migrating back into permanent employment. Overall 29% of contractors reported as being worse off at the end of 2013, 34% meanwhile were stuck in neutral with the final 37% feeling better off and on the up.

Contractor Profile

In terms of age distribution, 91% of the contractors are now 35+ split evenly between the under and over 50's. By gender the group is 78:22 in favour of the males; this figure again distorted by the over 50's at 87:13 compared to 70:30 for those under 50.

Project Managers are the biggest cohort within the group representing 41%, whilst PPM Consultants account for 22% and Programme Managers 20%. Within the contractor group 18% have SC or DV security clearance whilst 32% are members of the APM and 10% PMI members.

Within the contractor group 15% see themselves as having lower than average levels of PPM accreditation and 10% say they have no idea! In terms of PPM competence and leadership 73% believe they are above average. Just 5% of contractors say that they have undertaken any kind of PPM competence assessment, yet 90% believe that this would be of value to them.

72% of the contractors have the Prince2 accreditation, 27% have MSP and 18% have no PPM accreditation at all!

Across sector we see 68% working in the Private sector, 26% Public and 6% in the Charity/Not for Profit. In total 83% are full time with the remaining 17% working part time; of these 58% say they are currently underemployed.

86% of our contractors say they are involved in the delivery of strategic initiatives for their clients; yet 42% indicate that they are currently working in PPM environments which are either informal or lacking in suitable rigour.

Mode of Operation	2013	2012	2011
Ltd Company	78%	76%	76%
Umbrella Company	12%	13%	11%
Sole Trader	10%	11%	12%
Contractor for	2013	2012	2011
Under 1 Year	16%	17%	16%
1 - 3 years	28%	23%	25%
4 - 5 years	11%	12%	14%
Over 5 years	45%	48%	45%

Figure 56 - Contractor Demographics - UK Practitioners

Reason <1 Year	2013	2012	2011
Part of my Career Plan	42%	39%	34%
I was Unemployed	30%	45%	44%
I was made an offer I couldn't refuse	11%	14%	15%
Other	16%	2%	7%

Figure 57 - Contractor < 1Year - Reason

“Opportunities are mushrooming, but day rates aren'tYet!”

Contracted for work during year	2013	2012	2011
1 to 3 Months	13%	18%	15%
4 to 6 Months	14%	14%	17%
7 to 9 Months	23%	25%	22%
10 to 12 Months	49%	43%	46%
Contract Availability	2013	2012	2011
Decreased	28%	37%	47%
Stable	40%	38%	37%
Increased	32%	26%	16%
Typical Contract Length	2013	2012	2011
1 to 3 Months	30%	25%	23%
4 to 6 Months	36%	32%	35%
7 to 9 Months	12%	14%	13%
10 to 12 Months	22%	30%	30%
I was Contracted	2013	2012	2011
1 time	33%	45%	48%
2 times	33%	34%	34%
3 times	20%	10%	10%
More than 3 times	14%	11%	8%
Time between Assignments	2013		
Increased	28%		
Stable	52%		
Reduced	20%		
I am starting the current year with	2013	2012	2011
No Contract	30%	32%	27%
< 3 Months Contract	29%	22%	30%
3 to 6 Months Contract	28%	31%	29%
> 6 Months Contract	13%	15%	14%
Pressure on day rate	2013	2012	2011
Decreased	13%	16%	11%
Was Stable	49%	41%	36%
Increased	38%	43%	53%

Figure 58 - Contractor Facts - UK Practitioners

Contract Profile

The number of contractors who managed to secure more than 6 months' work in 2013 was 72%, showing an increase of 4% on the 2012 figures. At the same time typical contract duration slipped with increases in those reporting up to 3 and 6 month contracts being the norm. Those reporting an increase in opportunities rose by 6% to 32% year on year, whilst the number of contractors starting 2014 with a contract less than 3 months increased to 29%. All this and the anecdotal evidence suggests that more work is available, rates are generally tight and 3 months is the going term on offer.

Day Rates

As shown in Figure 59 the year on year plot of contractor rates paints a slightly better picture than over the last 2 years. Rates up to £300 remained pretty consistent, whilst we saw a 5% increase in the numbers earning between £400/£550 per day. This group accounts for 40% of the contractors with the largest individual group being 15% at £400 to £449. By sector we saw the same area of concentration around the £400 to £449 rates, whilst the Private sector remained consistent year on year the Public sector saw a recovery in this range of 8% over 2012. Public sector rates also saw a peak at the £500 to £549 representing an increase of 4% on 2012 and 6% on 2011. As suggested earlier in the PMBR the Public sector rates appeared to rebound to 2011 levels during 2013; with 51% of the rates sitting between £350 and £550 per day compared to 36% back in 2012.

Contractor Incomes

For the first time in this year's survey we asked contractors to indicate their levels of income as well as day rates so we could get a feel for earning potential. As we can see in Figure 61 we have plotted the annual incomes of Ltd Company contractors (Fees excluding VAT and Expenses); Umbrella managed contractors (PAYE payments received); and employees for comparison. In coming surveys it will be interesting to see how the economic recovery impacts the levels of income generated by the contractor community.

Contractor Challenges

Whilst recruitment agencies have taken over as the number one source of new opportunities for our contractors, there is still a very vocal mistrust regarding the capability of those involved in the recruitment process. This comes in two main forms, spoof jobs on web sites and lack of understanding about what makes a good PPM practitioner (besides the fact that they have Prince2 in their CV).

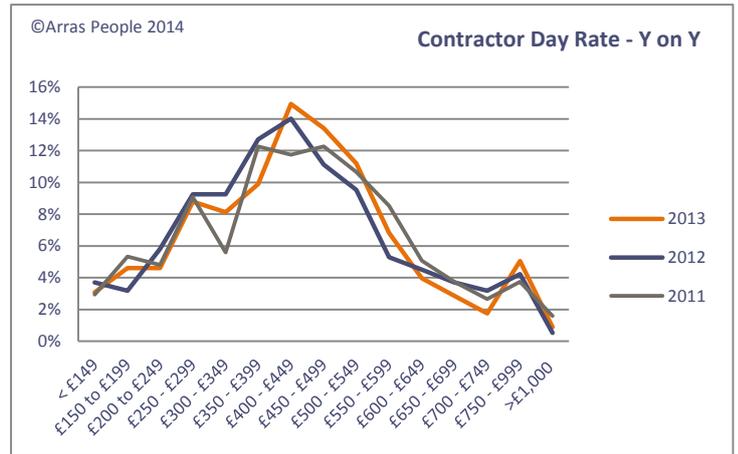


Figure 59 - Contractor Rates - UK Practitioners

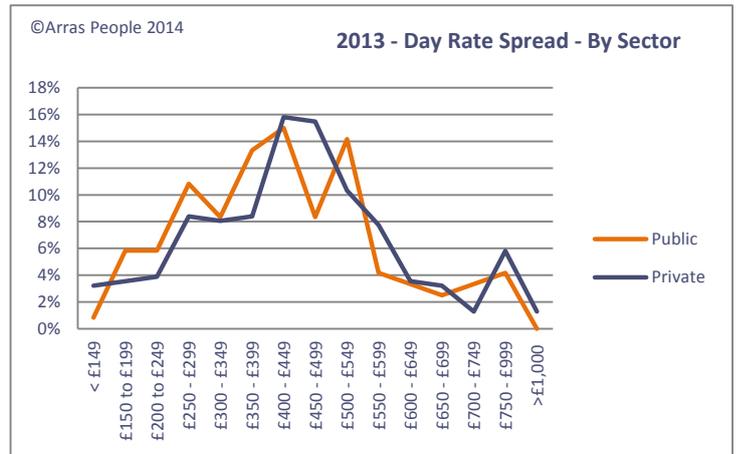


Figure 60 - 2013 Sector Rates - UK Practitioners

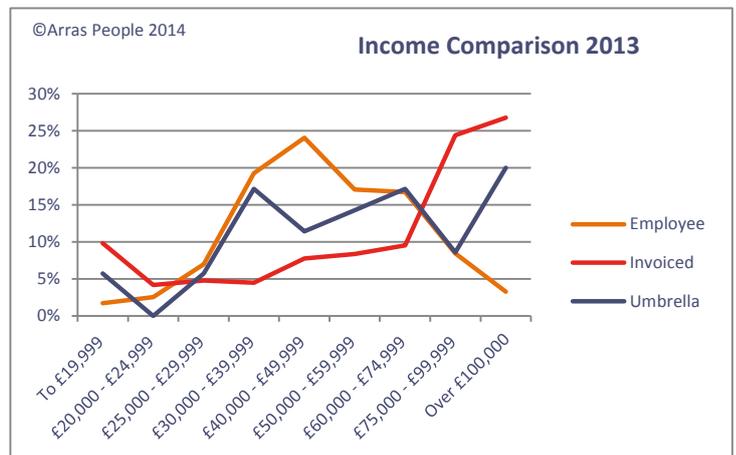


Figure 61 - 2013 Income - UK Practitioners

Typical source of new contract	2013	2012
Recruitment Agencies	24%	24%
On-Line Job Boards	23%	26%
Social Networking Sites eg. LinkedIn	22%	20%
My Personal Network	21%	21%
Company Web Sites (Job board)	8%	6%
Trade Magazines/Journals	2%	2%
Newspapers	1%	1%

Figure 62 - Contract Source - UK Practitioners

Employee Overview

Once again we saw the number of employed UK based practitioners who completed the survey rise year on year, this time by 15%. Like their contracting peers we have an underlying level of confidence that the UK is on the mend as we move into 2014, with 74% managing to raise a smile. There is however a feeling that this is going to be a slow process and 2014 will not see a plethora of new opportunities nor significant increases in standards of living.

The gender balance of the employee group continues to show a trend of more female practitioners as shown in Figure 63. This change appears to be driven by the under 34's where this year's mix is 52:48 in favour of male practitioners; this compares to 80:20 for the 50+ and 65:35 in the middle group.

Fixed term contract still seem to be in vogue especially in the Public sector where they account for 12% of the employee group. This compares to 4% in the Private sector. Those practitioners with less than one year with their current employer give us an indication of 'churn'. Whilst the figure is still relatively low, the difference across sector is marked with the Private sector figure at 23% compared to 13% in the Public sector which suggests new positions are being created. As previously mentioned this figure also identifies temporary contractors moving back into permanent employment as opportunities allow, the figure in 2013 was 19%.

Employee profile

The employee group is dominated by Project Managers who make up 49%, with the second largest cohort Programme Manager at 19%. In the group 25% have SC or DV security clearance. 46% are members of the APM and 9% aligned to the PMI.

10% of the employee group say they have below average PPM Accreditation, whilst 6% say that they have no idea of how they rank against their peers. 60% believe that have above average levels of PPM competence and leadership, yet only 3% have completed a benchmarked competency assessment. In the group 95% believe that a benchmarked competency assessment would be useful in developing their career. 62% of the employees have Prince2, 29% APMP and 25% MSP though 12% currently have no PPM accreditation.

The group is made up of 69% employed in the Private sector, 23% in the Public sector and 8% in the Charity/NFP sector where 85% are involved in delivering strategic projects.

Employment Status	2013	2012	2011
Permanent	92%	94%	90%
Temp	1%	0%	1%
Fixed Term	7%	6%	9%
Time with Employer	2013	2012	2011
Under 1 year	21%	20%	28%
1 to 3 years	30%	27%	24%
3 to 5 years	9%	11%	17%
Over 5 years	41%	42%	31%
Gender	2013	2011	2010
Male	66%	67%	70%
Female	34%	33%	30%

Figure 63 - Employee Demographics - UK Practitioners

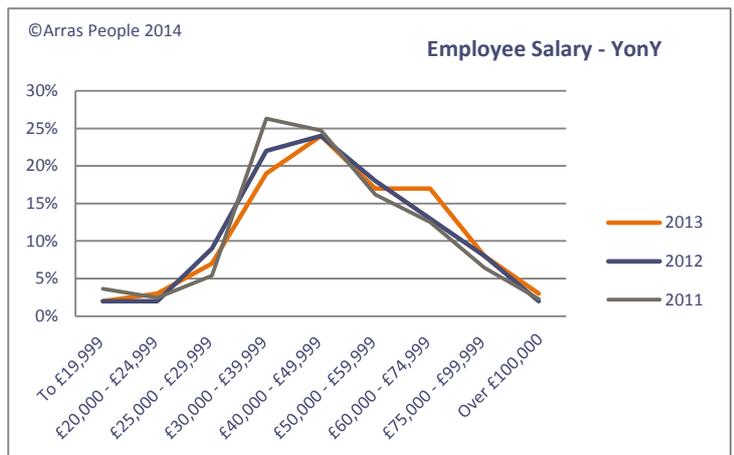


Figure 64 - Employee Salary - UK Practitioners



Figure 65 - Employee Salary by Sector - UK Practitioners

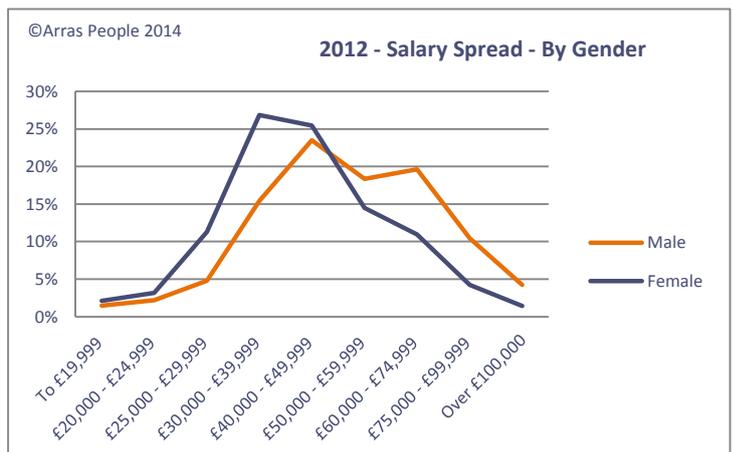


Figure 66 - Employee Salary by Gender - UK Practitioners

Employee Salaries

Employee salaries have in general remained static on an axis of £40 to £50K, though we have seen a move in the £60 to £75k range of 4% driven by Private sector employees. The £40 to £50K range accounts for 29% of the Public sector employees compared to 22% of those in the Private sector. Over the £50K level we see a real difference emerge with 24% of the Public sector employees here compared to 54% of the Private sector employees. By gender we again see a significant difference in the remuneration stakes with 31% of female employees earning over £50K compared to 53% of the males.

Bonus and Benefits

In the employee group 47% indicated that they received a bonus payment during 2013. In the Private sector this figure rises to 56% of employees compared to 25% in the Public sector. As we can see in Figure 67 the calculation of bonus is also significantly different with 47% of the Public sector employees awarded bonus based purely on their personal performance. Benefits received by the employee group have remained consistent year on year as seen in Figure 69.

Outlook

The employee group entered 2014 in a similar way to that of 2013 with 40% either happy in their current role or looking for a new role with their current employer. There still remains a threat of redundancy for a small section of the group with the remaining 54% open to change.

With many commentators suggesting that economic recovery will trigger mass movement in the labour market as workers shrug off their 'nervousness' and 'desire to ensure security during hard times' we again asked our respondents for their views. As we can see in Figure 71, 76% of employees are unsure or agree that the UK economy will not recover sufficiently for this to occur during 2014.

Other sentiments expressed suggest that there is little change in opinion in the employee group from that expressed 12 months ago. 76% of employees still feel that it is better to have a job with reduced income rather than none at all.

At the same time we see attaining a better work life balance come to the top of the list of challenges though it is unclear if this is positive intent or a reaction to added pressures of work!

Bonus Calculated	2013	Public	Private
Personal Performance	16%	47%	10%
Company Performance	16%	14%	16%
Combination	68%	39%	74%

Figure 67 - 2013 Bonus Calculation - UK Employees

	None	1→8%	8→15%	15→25%	25%+
<£20K	57%	36%	7%	0%	0%
£20 to £25k	95%	5%	0%	0%	0%
£25 to £30K	67%	24%	9%	0%	0%
£30 to £40k	59%	33%	7%	1%	0%
£40 to £50k	62%	23%	12%	3%	1%
£50 to £60k	48%	33%	13%	6%	1%
£60 to £75k	37%	26%	26%	7%	4%
£75 to £100k	36%	21%	21%	14%	7%
>£100k	31%	8%	15%	35%	12%

Figure 68 - 2013 Bonus by Salary level - UK Employees

Employee Benefits - By Sector	All	Public	Private
None	22%	33%	18%
Yes	78%	67%	82%
Pension Plan – Contributory	88%	88%	88%
Pension Plan – Non-Contributory	10%	10%	10%
Healthcare Benefits	57%	20%	70%
Life Insurance	43%	22%	50%
Long-Term Care Insurance	7%	2%	9%
Company Car	10%	5%	13%
Car Allowance	31%	13%	37%
Fuel Allowance	8%	9%	8%
Mobile Phone	53%	39%	59%
Gym Membership	7%	6%	7%
Child Care Subsidies	14%	15%	13%
Other	8%	9%	8%

Figure 69 - 2013 Benefit Levels UK Employees

2013	Disagree	Unsure	Agree
The UK economy will not recover sufficiently during 2014 for this to happen	24%	29%	47%
I will have to change employer if I am to make up the drop in salary and benefits which I have suffered in recent years	40%	22%	38%
My employer has looked after me during recent tough times and deserves my loyalty	33%	42%	25%
It is better to have a job with reduced income rather than no job	6%	18%	76%

Figure 71- Employee Outlook - UK Practitioners

Challenges	2014	2013	2012
Attaining better work life balance	18%	16%	15%
Lack of promotion opportunity (int)	18%	17%	15%
Meeting expectation of doing more with less	15%	16%	15%
Personal development	14%	14%	15%
Securing a pay rise	13%	13%	11%
Preparing to secure new role	9%	7%	9%
Lack of Job Opportunities (ext)	8%	11%	15%
Ageism	3%	4%	3%
Other	2%	2%	2%

Figure 70 - Employee Challenges - UK Practitioners

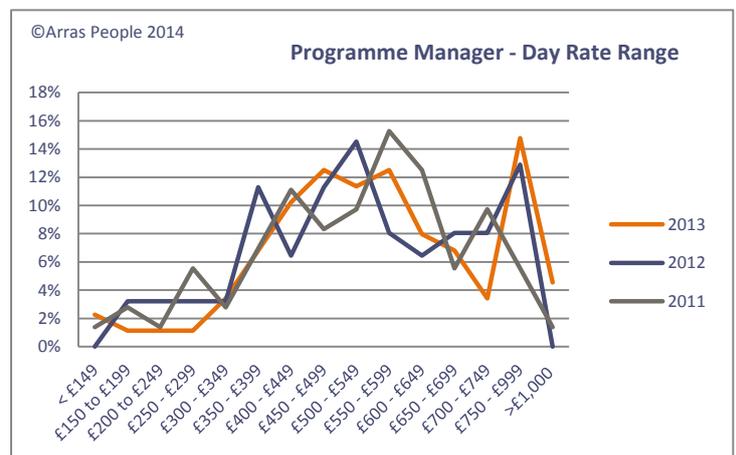
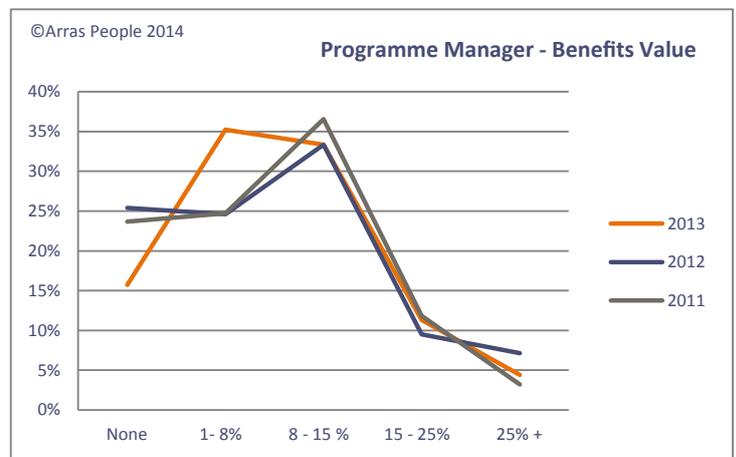
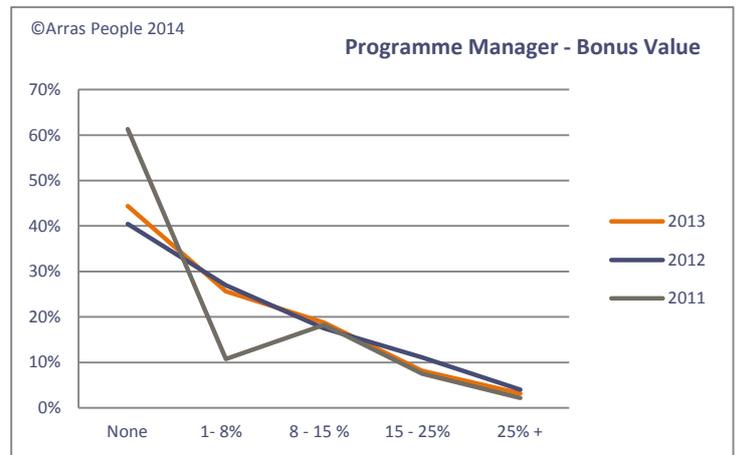
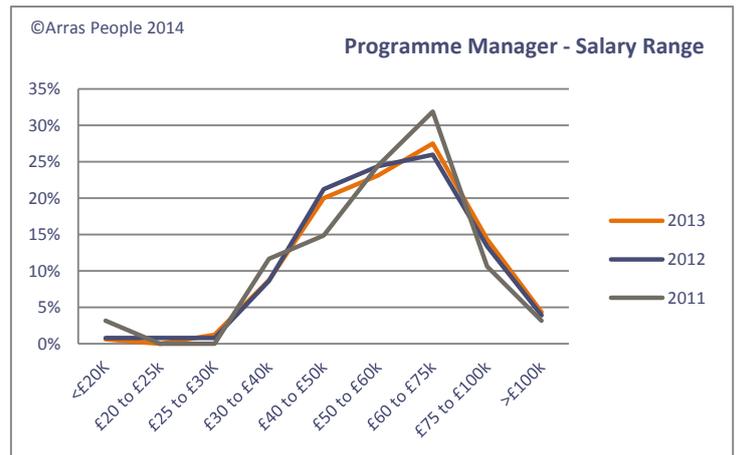
This page presents a slice of the data presented by our respondents who identified themselves as Programme Managers.

Data collected from employees willing to share their actual salary confirmed that the average rate is in the £60K range coming in at £61,654. By gender we saw a 13% differential with average for male respondents at £64,000 compared to £55,698 for the females.

The data from contractors saw the average day rate at £594 per day; with -11% gender differential, average for male respondents at £585 compared to £651 for the females.

- 19 % of our UK working practitioner cohort
- 7% are under 34, whilst 39% are 50+
- 75:25 gender split Male:Female
- 76% have a degree level education
- 15% have a Masters Degree in PPM
- 60% are aligned to a professional body
- 42% are APM members and 7% PMI
- 39% have more than 10 years' experience
- 73% have Specialist domain expertise
- 48% aspire to a different PPM role
- 67% have Prince2 accreditation
- 9% have PMP
- 2% have APMG Agile PM Practitioner
- 36% are Contractors, 64% Employees
- 34% feel better off than 12 months ago
- 30% have no direct reports whilst 10% have >10
- 11% have no budget whilst 37% have >£5M
- 44% employees with current employer >5 years
- 56% received Bonus Payments in 2013
- 84% received Benefits in Kind in 2013
- 63% had < inflation* salary rise in 2013
- 76% anticipate < inflation* salary rise in 2014
- 31% of employees happy in current role
- 13% have been contracting for <1 year. 9% were previously unemployed
- 69% had < inflation* day rate rise during 2013
- 83% anticipate < inflation* day rate rise in 2014
- 27% saw new opportunities increase in 2013
- 13% saw increased pressure on day rates in 2013

* Assuming Inflation at 2%

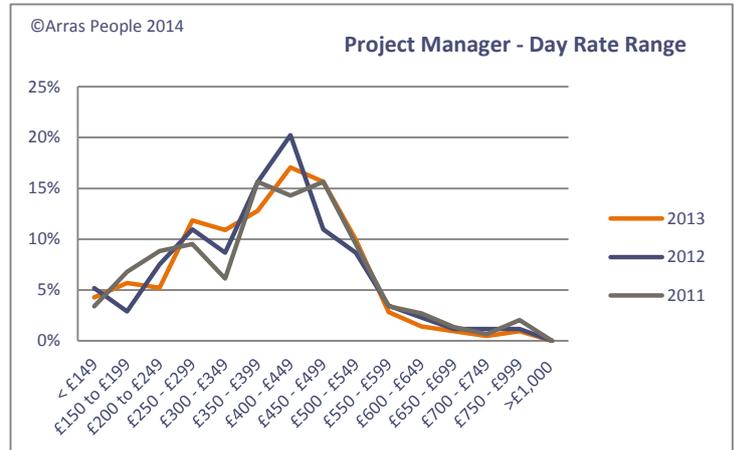
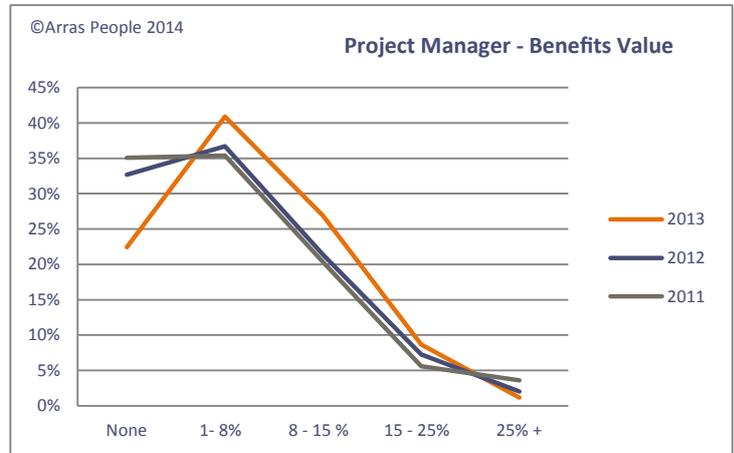
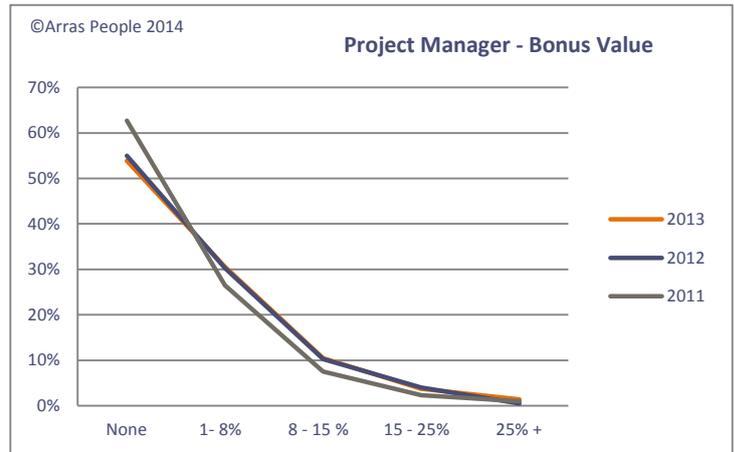
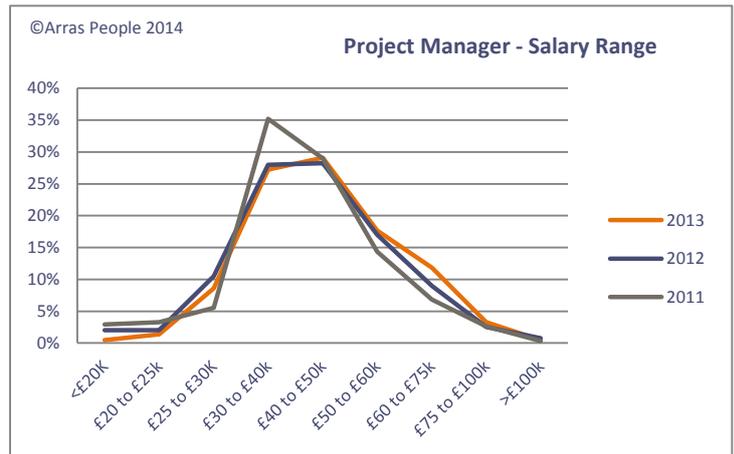


This page presents a slice of the data presented by our respondents who identified themselves as Change/Project Managers.

Project Manager average salary coming in at £44,965 with a 13% gender differential with average for male respondents at £47,149 compared to £40,816 for the females. For Change Managers the average came in at £57,844 with a 2% gender difference in favour of the male respondents.

Project Manager day rates come in at £383 with a 16% gender differential with average for male respondents at £396 compared to £333 for the females. For Change Managers the average came in at £455 with a 8% gender difference in favour of the male respondents.

- 50 % of our UK working practitioner cohort
- 24% are under 34, whilst 29% are 50+
- 69:30 gender split Male:Female
- 74% have a degree level education
- 16% have a Masters Degree in PPM
- 54% are aligned to a professional body
- 38% are APM members and 8% PMI
- 46% have more than 10 years experience
- 62% have Specialist domain expertise
- 61% aspire to a different PPM role
- 71% have Prince2 accreditation
- 7% have PMP
- 4% have APMG Agile PM Practitioner
- 33% are Contractors and 67% Employees
- 33% feel better off than 12 months ago
- 57% have no direct reports whilst 6% have >10
- 15% have no budget whilst 12% have >£5M
- 37% employees with current employer >5 years
- 46% received Bonus Payments in 2013
- 78% received Benefits in Kind in 2013
- 71% had < inflation* salary rise in 2013
- 71% anticipate < inflation* salary rise in 2014
- 27% of employees happy in current role
- 22% have been contracting for <1 year. 37% were previously unemployed
- 72% had < inflation* day rate rise during 2013
- 76% anticipate < inflation* day rate rise in 2014
- 31% saw new opportunities increase in 2013
- 11% saw increased pressure on day rates in 2013



* Assuming Inflation at 2%

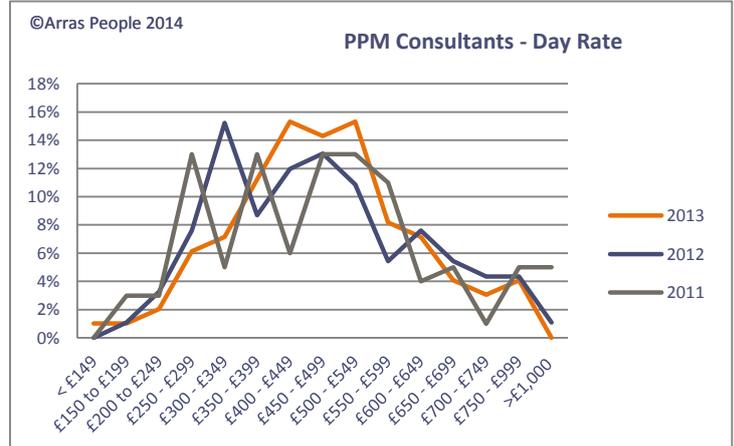
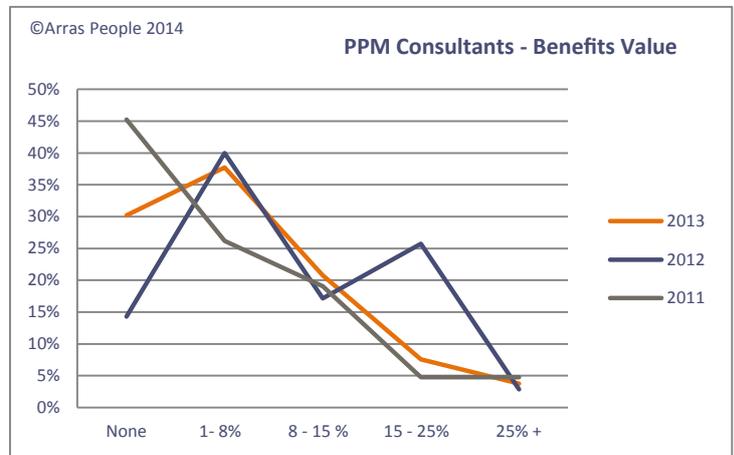
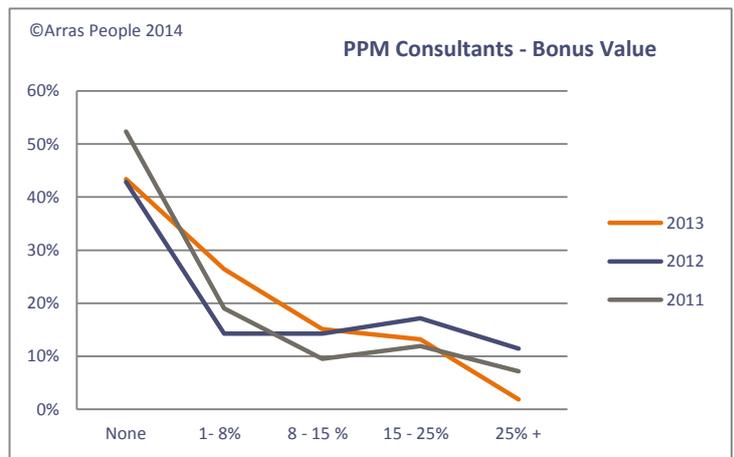
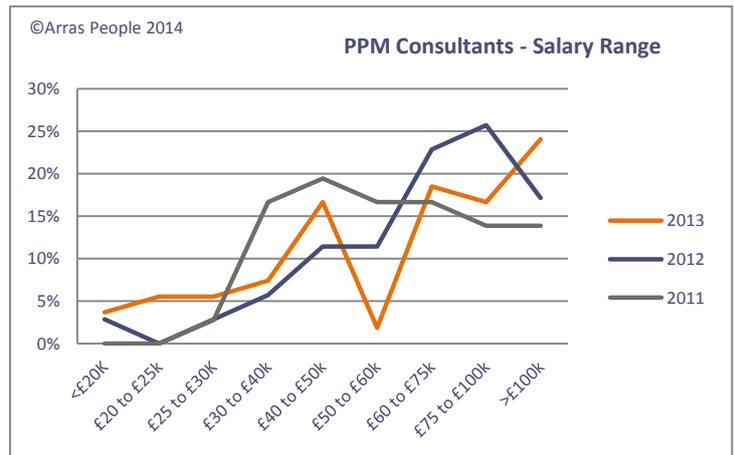
This page presents a slice of the data presented by our respondents who identified themselves as PPM Consultants.

Data collected from employees willing to share their actual salary set an average rate £72,672. By gender we saw a 23% differential with the average for male respondents at £76,678 compared to £56,071 for the females.

The data from contractors saw the average day rate at £475 per day; with 1% gender differential, average for male respondents at £476 compared to £471 for the females.

- 12 % of our UK working practitioner cohort
- 6% are under 34, whilst 46% are 50+
- 81:18 gender split Male:Female
- 76% have a degree level education
- 26% have a Masters Degree in PPM
- 70% are aligned to a professional body
- 43% are APM members and 11% PMI
- 54% have more than 10 years experience
- 81% have Specialist domain expertise
- 39% aspire to a different PPM role
- 61% have Prince2 accreditation
- 16% have PMP
- 5% have APMG Agile PM Practitioner
- 64% are Contractors and 36% Employees
- 36% feel better off than 12 months ago
- 56% have no direct reports whilst 8% have >10
- 31% have no budget whilst 17% have >£5M
- 50% employees with current employer >5 years
- 57% received Bonus Payments in 2013
- 70% received Benefits in Kind in 2013
- 68% had < inflation* salary rise in 2013
- 69% anticipate < inflation* salary rise in 2014
- 40% of employees happy in current role
- 11% have been contracting for <1 year. 27% were previously unemployed
- 73% had < inflation* day rate rise during 2013
- 73% anticipate < inflation* day rate rise in 2014
- 41% saw new opportunities increase in 2013
- 11% saw increased pressure on day rates in 2013

* Assuming Inflation at 2%



This page presents a slice of the data presented by our respondents who identified themselves a Portfolio Managers (7%), PMO Managers (5%) and PPM Support (5%).

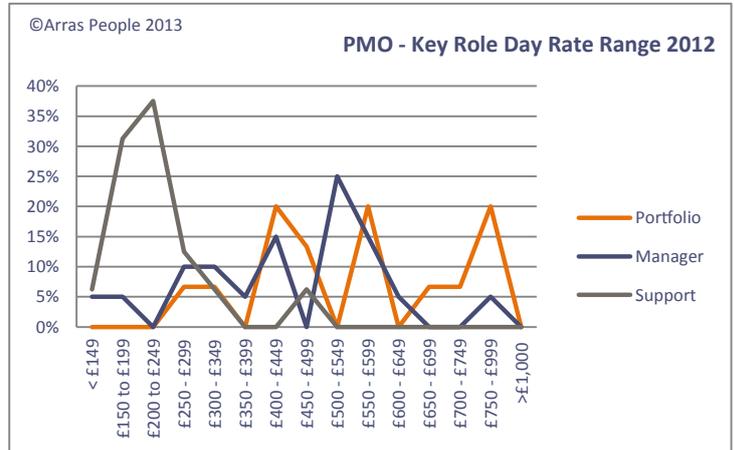
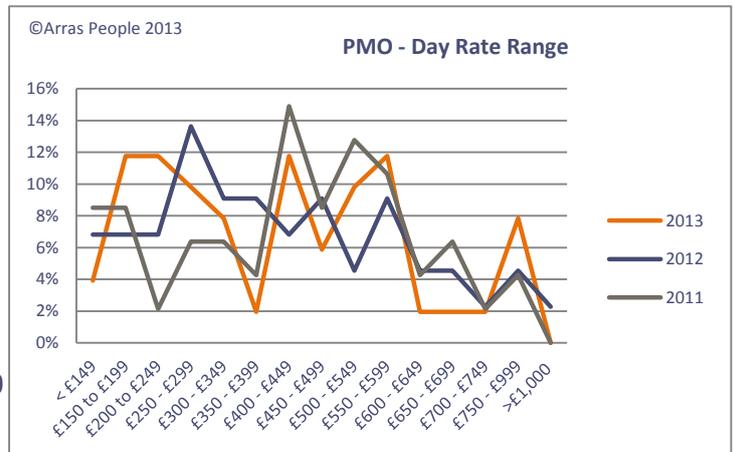
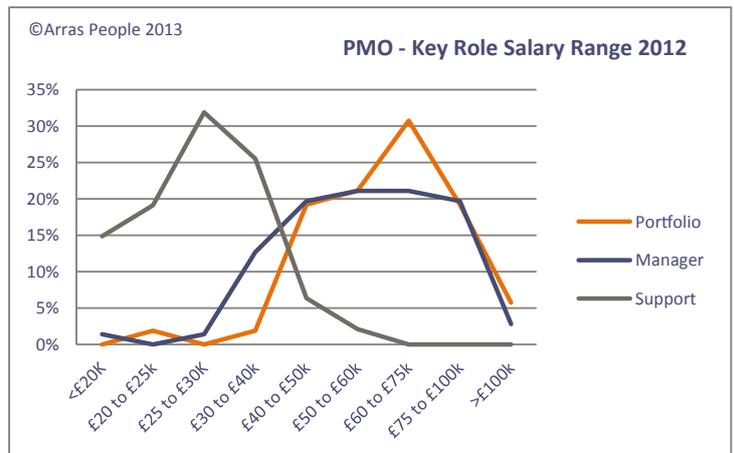
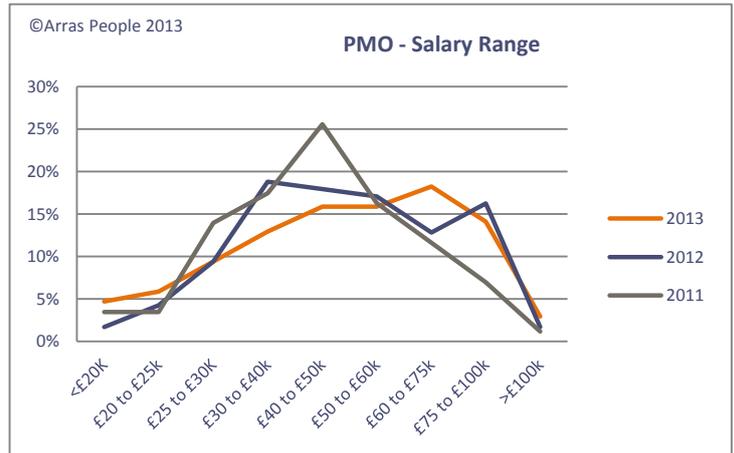
Portfolio Managers average salary came in at £66,225 with a 0% gender differential and an average day rate of £588.

PMO Managers average salary came in at £55,820 with a 27% gender differential; £46,202 for females compared to £63,267 for males. Average day came in at £480 with an 8% differential.

PPM Support average salary came in at £29,598 with a 11% gender differential; £28,171 for females compared to £31,560 for males. Average day came in at £2560 with an 8% differential.

- 17% of our UK working practitioner cohort
- 23% are under 34, whilst 23% are 50+
- 58:42 gender split Male:Female
- 74% have a degree level education
- 10% have a Masters Degree in PPM
- 53% are aligned to a professional body
- 39% are APM members and 11% PMI
- 21% have more than 10 years experience
- 51% have Specialist domain expertise
- 56% aspire to a different PPM role
- 74% have Prince2 accreditation
- 8% have PMP
- 1% have APMG Agile PM Practitioner
- 23% are Contractors and 77% Employees
- 29% feel better off than 12 months ago
- 25% have no direct reports whilst 13% have >10
- 25% have no budget whilst 31% have >£5M
- 44% employees with current employer >5 years
- 41% received Bonus Payments in 2013
- 76% received Benefits in Kind in 2013
- 74% had < inflation* salary rise in 2013
- 71% anticipate < inflation* salary rise in 2014
- 27% of employees happy in current role
- 10% have been contracting for <1 year. 20% were previously unemployed
- 58% had < inflation* day rate rise during 2013
- 79% anticipate < inflation* day rate rise in 2014
- 25% saw new opportunities increase in 2013
- 20% saw increased pressure on day rates in 2013

* Assuming Inflation at 2%





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The theme of this year's Benchmark Report, '2014 the year of your career' was chosen to reflect the many interactions we have had during 2013 with PPM Practitioners from all walks of life who are being impacted by different challenges created by the market conditions in the UK.

2013 was another year with limited 'churn' in the market as many practitioners again decided to stay in their current position rather than 'risk' moving on to a new opportunity. At the same time PPM contractors saw more competition, shorter length contracts and stagnant rates. Looking forward to 2014, there are some signs that the general economic conditions are improving, though confidence remains fragile as we have seen in the PMBR results.

So what does this mean for PPM Practitioners' careers? Our experience and interactions are telling us that many PPM Practitioners career aspirations are stifled as they wait for the 'right opportunity', be that internal or external. More importantly, when the time to enter the marketplace arrives, they are finding that the landscape has changed a lot since they were last on the move, leading to much confusion and frustration.

In our experience too many practitioners wait to think about their career until it is too late and the pressure is on. For many, triggers such as redundancy or worst still, seeing an opportunity or job they think is ideal for them, only to be thwarted when it comes to making a successful application.

Confusions arise with which accreditations and qualifications are in demand; how to create a CV which sells their capability and where they fit in the market. Frustrations surface when trying to market themselves effectively to people who may not understand their craft; not understanding why they are being knocked back and why their obvious 'talents' are not being appreciated.

There is much to think about and now is a great time to focus on your career. With the economy looking to be on the up, that next opportunity could be just around the corner. Even if you are not looking for a new role, now is the time to see how you stack up as a PPM Practitioner against your peers. Take time to broaden your horizons and think about your career in the wider context of your organisation, domain and the market.

Four key areas to consider when planning your career, each will impact your ability to succeed:

- **You**
Career planning always starts with understanding the fundamentals of 'who you are' and what you want out of your own career.
- **Your Organisation**
Don't take it as read that your own PPM career ideals will naturally align with those of your current organisation.
- **Your Sector or Domain**
Understanding the nuances of PPM within your sector and/or domain will allow you to treat these as strengths – highly sellable, or weaknesses – pigeon-holed.
- **The Wider Market**
How to get the market to see you as a PPM Practitioner first, rather than a sector/domain specialist. Have you got the skills and competence to make it as a sector independent practitioner, a 'universal PM'?

In this year's Benchmark Report practitioners have confirmed that career development is important to them and is seen by many as a major challenge. Not all practitioners are interested in climbing the PPM ladder, their focus is on getting better at what they do. For others promotion and progression is important however the support traditionally provided by HR, training and development may be too generic or not available at all.

As we have seen in the PMBR many practitioners appear to be working in the dark when it comes to career planning, with 'gut feel' providing the primary input to their reference points. On the other hand, 78% believe that career coaching and mentoring would help them achieve their career goals.

Where to start? 94% of surveyed practitioners said they could see the value in taking a competency based assessment, believing that the outputs would be valuable in benchmarking their knowledge and experience whilst identifying professional development training needs and skills gaps.

Without question, benchmarking of skills and knowledge will help individual PPM Practitioners take increased control of their own careers whilst helping to drive the profession forward.

With your help, we would like to dig deeper, uncover and understand the DNA of a PPM practitioner so that you can have a reference point from a position of knowledge not 'gut feel'.

"The driving force of a career must come from the individual. Remember: Jobs are owned by the company, you own your career!" Earl Nightingale

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Through the 2013/14 Project Management Census, we have collected a wide-ranging data set about the PPM domain here in the UK and beyond. As well as practitioners, the data includes the views of those working outside of the UK, those looking to break into our profession and also students who are currently studying the subject.

As ever, the 2014 Project Management Benchmark Report contains a slice of the collected data, and further analysis will be ongoing throughout 2014 to uncover other information which may be of interest. The ongoing analysis will be released through;

- Arras People Web Site - www.arraspeople.co.uk
- Tipoffs - the Arras People Project Management Newsletter
- How to Manage a Camel - Our Blog - www.arraspeople.co.uk/camel-blog/

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