

# Project Management Benchmark Report 2015

Project Management Salaries	Rates	Work	Contracting	Recruitment		
Professionalism	Development	Rewards	Jobs	Education	Qualification	Value
Outlooks	Retention	Global	Organisation	Agile		
10th Anniversary						



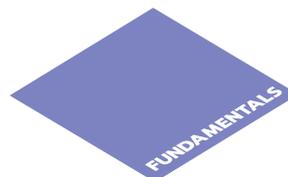
Issued January 2015

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## Welcome to the 2015 Project Management Benchmark Report (PMBR) from Arras People.

Welcome, Bem-vindos, Welkom, Willkommen to this, the 10th edition of the PMBR and the first that has included responses from Project Management practitioners around the globe. As it becomes harder to escape the reality and impact of globalization on individuals and organisations, we took the decision this year to include the growing number of international respondents and include their valued input where appropriate into the PMBR.

Much has changed in the field of Programme and Project management over the 10 years in which we have been creating the PMBR. We have seen bodies such as the PMI, APM, APMG International and the IPMA play a major role in developing and encouraging the adoption of methods and associated training to implement command and control project management. In the UK we have seen PRINCE2 become Project Management for many people and organisations; though for many, command and control has been pushed at the expense of people management.

We now have a new kid on the Programme and Project management block, who takes the name Agile; and in the last twelve months we have seen a proliferation of marketing that positions it as the key to a golden future. Whilst much confusion exists about what Agile is, or should that be what agile is? If nothing else it feels like a reaction against the “do as you are told”, manage the process not the deliverable feeling that command and control can project when poorly executed.

Maybe we are witnessing the start of the perfect storm, as a new generation find their voice in the workforce and look to define the shape of programme and project management for the next 10 years?

Against this backdrop, we have once again taken to the electronic streets during December 2014, polling practitioners along with those aligned to our domain. We heard from some of our regular respondents, as well as lots of new practitioners from the UK and around the world.

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 highlights include:

- 24% of UK based practitioners say they are using Agile concepts in their day to day activities, yet only 8% have a recognised Agile Project Management accreditation.
- 3.6% of UK based practitioners say all programmes and projects undertaken in their organisation use Agile, yet only 50% believe their organisations have made the required philosophical shift to support its use.
- UK based programme and project management practitioners continue to over deliver, with the average practitioner delivering +20% on top of their contracted hours.
- Despite only 37% of UK based contractors seeing their day rates rise above inflation during 2014, 82% of them enter 2015 with a smile according to the Arras People positivity index.
- Amongst UK based employees, 16% of Public sector workers saw their salary increase by more than inflation compared to 43% of their peers in the Private sector.

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](mailto:pnbr@arraspeople.co.uk)

**John Thorpe, Managing Director**  
**Arras People, 2015**



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# 2014 Edition The DSDM Agile Project Framework from the DSDM Consortium

The DSDM Agile Project Framework is a robust, self-contained approach to Agile Project Management and solution delivery. Focusing on strategic goals and incremental delivery of real business benefits while keeping control of time, cost, risk and quality, it helps deliver results quickly and effectively.

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# About the Survey

## Our Data Source

The data which is used in this report was collected during December 2014 through an on-line survey known as the Arras People PM Census 2015. The census was widely publicised through the Arras People network and across social media channels.

Through design the survey made additional efforts to stream respondents through the most appropriate path based upon their current position in relation to the field of Programme and Project Management.

Additional efforts were applied to allow the report to look further than the traditional base of UK based respondents and this was supported by the marketing campaign. As such the number of non-UK respondents increased to 26% which gives us the ability to create some regional observations in the report.

At the final reckoning we closed the survey with a response count of 2251 which is consistent with the dataset seen in previous years. As can be seen in Figure 2 the respondent base is broad with just 16% of those who left contact details having a current record in the Arras People candidate database.

## Gender

As we can see in Figure 4 the gender split for the UK based respondents has returned to the 2011 levels of 73/26% male to female which has reversed the increase in female numbers seen over the past two years. This may well be an impact of improving employment in the UK market where we saw unemployment have a higher impact on the male practitioners. Comparisons to the global position sees the UK appearing to be generally more diverse in terms of gender where we saw 78/21% split for the non-UK respondents. North America being the standout exception where we see a return of 59/37% male to female split.

## Age

As we can see in Figure 5 the age demographic of the UK based practitioners continues to see a decrease in those under 34. The overall split of 16/45/39% continues the pattern of recent years to suggest that future years may see an issue as the current workforce heads into retirement. Comparing this to the non-UK respondents where we saw a demographic split of 20/52/27% there appears to be more balance in the age of the workforce. This is particularly apparent in the returns from those working in Europe where we see a 21/53/25% spread.

Current Status	2014	2013	2012
PPM Practitioner - UK Based	68%	69%	71%
PPM Practitioner - Non UK	23%	14%	10%
PPM Aligned	3%	9%	7%
Career change to PPM / Student	5%	7%	9%
PPM Recruiter /Manager	1%	2%	2%

Fig 1 - Breakdown of Respondents

Respondent Relationship	2014	2013	2012
Current Candidate Database	16%	28%	23%
Non Candidate Database	56%	58%	52%
Anonymous	28%	14%	25%

Fig 2 - Respondent Status

Respondent Work Location	All	Practitioner
UK - UK National	67%	90%
UK - EU National	5%	80%
UK - Non-UK/EU National	2%	80%
Non-UK	26%	86%
Non-UK Work Location	All	Practitioner
A - Asia	8%	84%
MENA - Middle East and North Africa	6%	65%
E - Europe	46%	90%
NA - North America	19%	84%
CSA - Central & South America	3%	94%
SAA - Sub-Saharan Africa	11%	83%
AO - Australia and Oceania	7%	85%

Fig 3 - Respondent Work Location

“Many organisations are not clear on what a project manager is”

Census Respondent

Gender	Male	Female	N/D
UK - UK National	73%	26%	1%
UK - EU National	64%	32%	4%
UK - Non-UK/EU National	64%	33%	3%
	Male	Female	N/D
A - Asia	81%	19%	0%
MENA - Middle East and North Africa	85%	10%	5%
E - Europe	84%	16%	1%
NA - North America	59%	37%	2%
CSA - Central & South America	88%	12%	0%
SSA - Sub-Saharan Africa	75%	25%	2%
AO - Australia and Oceania	79%	21%	0%

Fig 4 - Respondent Gender

“My age is now affecting opportunities or prospects going forward”

Census Respondent

Age	<34	35-49	50+	N/D
UK - UK National	14%	45%	41%	1%
UK - EU National	36%	40%	21%	4%
UK - Non-UK/EU National	36%	56%	8%	0%
	<34	35-49	50+	N/D
A - Asia	24%	54%	22%	0%
MENA - Middle East and North Africa	30%	35%	30%	5%
E - Europe	21%	53%	25%	1%
NA - North America	19%	49%	30%	2%
CSA - Central & South America	19%	59%	24%	0%
SAA - Sub-Saharan Africa	19%	50%	29%	2%
AO - Australia and Oceania	6%	61%	33%	0%

Fig 5 - Respondent Age

# About the Survey

## Practitioners Status

The status of practitioners who responded to the survey can be seen in Figure 6 where we can see that the number of unemployed has slightly decreased from last years result of 8%. The split between employees and self-employed has remained constant.

Practitioner Status	UK	Non-UK
Self Employed	34%	19%
Employee	59%	77%
Unemployed	7%	5%

Fig 6 - Practitioner Status

In terms of the contrast between the UK practitioners and those working around the world there is a stark difference between the numbers who are self-employed +15%. Australia and Oceania has the nearest profile to the UK at 30/67/3%.

## Practitioner Distribution

The distribution of the respondents is once again very consistent with previous years as London takes the top spot in terms of where UK based practitioners live and work.

UK Practitioners	Live	Work
London	23%	28%
South East	18%	16%
South West	12%	11%
Midlands	11%	9%
North West	10%	8%
Home Counties	9%	7%
No Fixed Location		6%
Anglia	6%	4%
Yorkshire	4%	3%
Scotland	3%	3%
Wales	2%	1%
North East	1%	1%
Tyne Tees	1%	0%
Northern Ireland	0%	0%

Fig 7 - UK Practitioner Work/Live

Mobility of the workforce is something that is often mentioned when talking about programme and project management practitioners and the figures show that 27% do not live and work in the same region of the UK; this compares to 26% last year. When this figure is reviewed against employees and the self-employed the split is even more apparent with 20% and 40% respectively.

Practitioners Non-UK	%
Portugal	17%
United States of America	15%
Australia	6%
South Africa	5%
Germany	3%
France	3%
India	3%
Spain	3%
Netherlands	3%

Fig 8 - Non-UK Practitioners

In terms of those working without a fixed location we see a total of 6% of the workforce, or 26% of those that travel to their place of work. When we look at practitioners who are currently working in countries outside of the UK (Figure 8) we can see that Portugal provided the highest number of respondents, closely followed by the United States of America with 17% and 15% respectively.

## Practitioner Alignment

In order to provide a more detailed view of the data provided by our respondents we asked them to identify which programme and project management specialism they aligned themselves to. As can be seen in Figure 9 Project Management once again provided the largest cohort with 43% for the UK based practitioners and 46% for the Non-UK.

Practitioner Alignment	Non								
	UK	UK	A	MENA	E	NA	CSA	SSA	AO
Project Manager	43%	46%	41%	25%	50%	49%	47%	50%	27%
Programme Manager	20%	13%	14%	15%	14%	12%	0%	13%	18%
PPM Office Manager	14%	15%	3%	25%	13%	15%	35%	15%	30%
Portfolio Manager	6%	6%	11%	0%	6%	8%	0%	2%	9%
Programme/Project Support	6%	4%	11%	10%	4%	2%	0%	4%	0%
PPM Consultant	6%	11%	16%	20%	9%	9%	6%	17%	9%
Change Manager	3%	1%	3%	0%	1%	2%	12%	0%	0%
Business Analyst	1%	2%	3%	5%	2%	2%	0%	0%	6%
Planner	1%	1%	0%	0%	1%	0%	0%	0%	0%

Fig 9 - Practitioner Alignment

One major change for the year was the number who aligned to the PPM Consultant group, down by 50% on last year. This year we refined the definition of consultant in order to separate out practitioners in a “doing” rather than consulting role.

We also had some interesting conversations with practitioners in the Business Analysis community about their inclusion in the 2015 PM Census. It would appear that many feel they are not part of the “Project Management Community” and take exception to being included under this wider umbrella. It will be interesting to see if this changes with the new PMI Professional in Business Analysis being launched in 2014

Since we started to ask UK based practitioner about their education levels we have seen consistent results with around 73% having achieved a Bachelor's degree or higher so it was no surprise to see a similar result again this year. However the added dimension of results from Non-UK practitioners has given us the opportunity to see how these results compare. (Figure 10)

As we can see the UK figure of 73% (degree+), whilst impressive, falls short by 12% of those returned by the Non-UK based respondents which is 85%.

When we compare those achieving a Masters or PhD the gap widens still further with 34% for the UK based practitioner group compared to 53% for the Non-UK based respondents, a delta of 19%.

Educational Achievement	Non								
	UK	UK	A	MENA	E	NA	CSA	SSA	AO
PhD	2%	4%	6%	0%	5%	3%	0%	2%	6%
Masters Degree	32%	49%	53%	40%	54%	43%	53%	52%	27%
Bachelors Degree	39%	32%	39%	60%	27%	36%	29%	25%	36%
HND/HNC or Equivalent	11%	3%	3%	0%	4%	0%	0%	6%	9%
Vocational	4%	1%	0%	0%	2%	1%	6%	0%	0%
College / Further Education	7%	7%	0%	0%	4%	14%	6%	6%	21%
High School	5%	4%	0%	0%	4%	2%	6%	8%	0%

Fig 10 - Practitioner Educational Achievement

Masters Subject Area	Non								
	UK	UK	A	MENA	E	NA	CSA	SSA	AO
MBA	31%	24%	19%	25%	19%	33%	33%	31%	45%
Project Management	21%	29%	43%	50%	18%	33%	56%	50%	36%
Computer sciences and IT	14%	27%	14%	13%	37%	26%	22%		
Business and management studies	12%	15%	19%	25%	18%	8%		4%	27%
Engineering, electronic and electrical	4%	6%			10%	3%		4%	
Civil engineering and construction	3%	6%	19%		5%			12%	9%
Engineering management	3%	6%	10%		8%	5%			
Economics	2%	4%	5%		5%				18%
Social sciences	2%	3%	10%		1%	3%		4%	18%
Information science and librarianship	2%	3%			4%	5%			9%
Mathematics	2%	3%			6%				
Political science	2%	2%	5%		2%				9%
Accounting and finance	2%	2%	5%		2%	5%			
Engineering, mechanical	2%	2%	5%		2%				
Environmental science and ecology	2%	1%	5%					4%	
Psychology	2%	1%	5%			3%			
Architectural studies	1%	2%			2%	5%			
Humanities	1%	1%	5%		1%			4%	
Materials science	1%	1%			1%			4%	
Teacher training and education	1%	1%	5%		1%				
Planning and surveying		1%	5%			3%			9%
Health sciences		1%		13%				4%	

Fig 11 - Top subjects for Masters

Figure 11 shows the top responses to our question regarding the subject areas studied for Masters Degrees.

The responses from both UK and Non-UK based practitioners' shows the diversity of the broad church of programme and project management. The MBA response is consistent on previous years, whilst Project Management has shown a year on year increase of 5% for UK based respondents.

Degree status by Age (Figure 12) highlights a significant increase in No Degree for the under 24's which will be worth watching as we move forward. This could be an impact of both Apprenticeships and the increase cost of attending university.

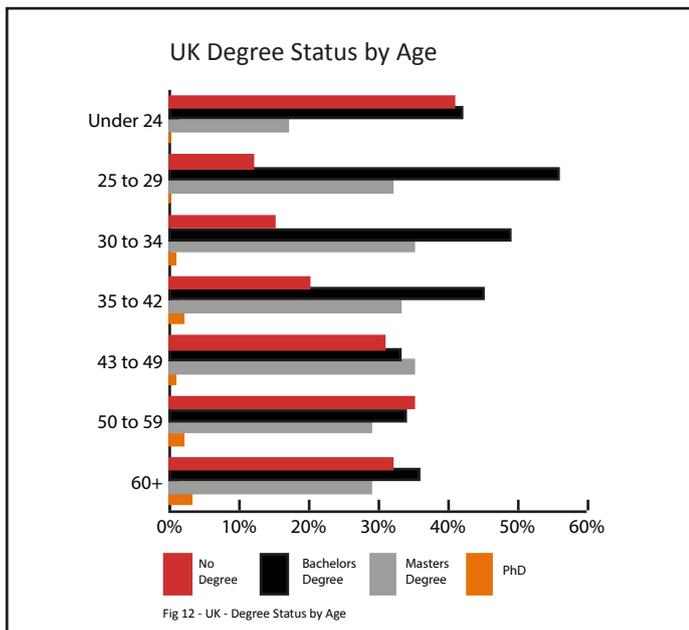


Fig 12 - UK - Degree Status by Age

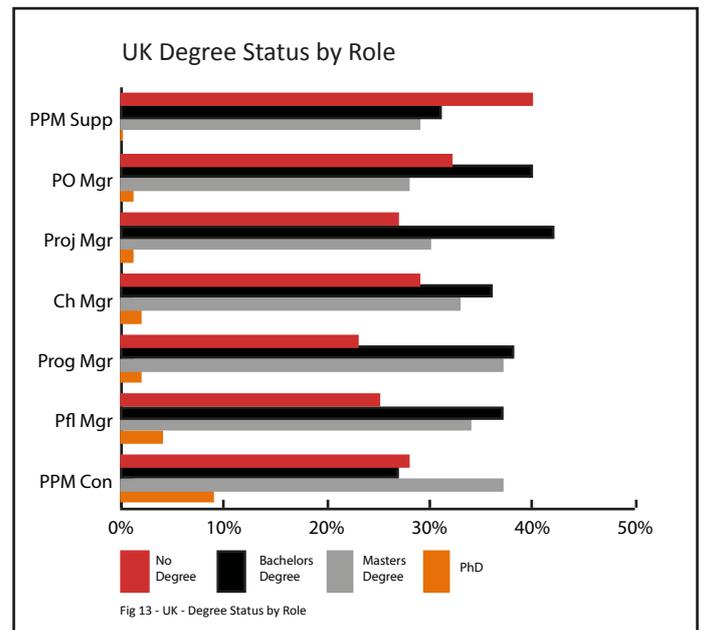


Fig 13 - UK - Degree Status by Role

# Professional Affiliation

We asked the respondents to the survey if they are currently a member of any professional association or body and the results can be seen in the various tables and figures on this page.

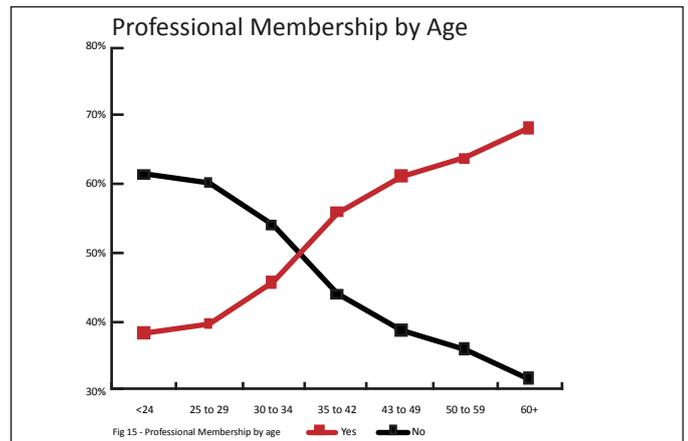
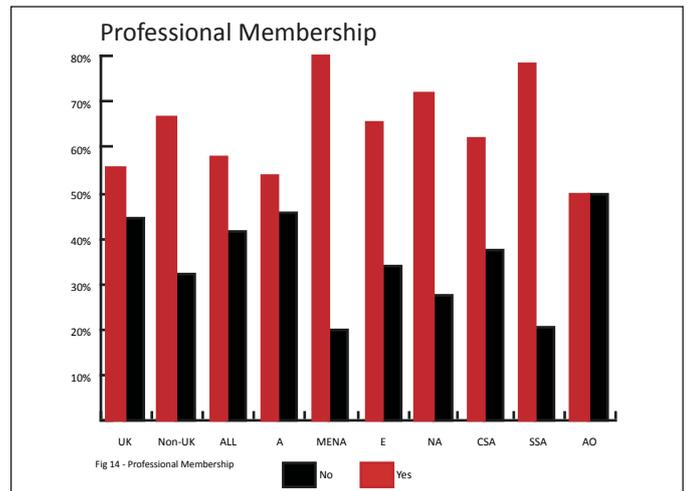
Across all respondents the split was 58/42% with the “yes” in the majority, though for an “emerging profession” this figure still seems low. In the UK the split was lower with 55/45% whilst the Non-UK respondents returned 67/33%, though there are significant variations as can be seen in Figure 14.

In the UK the APM (Association of Project Management) came out top of the pile with 62% of those who have a membership saying they are a member. In terms of the overall response this figure is 34%, a fall of 4% from last year’s figure.

In comparison the PMI (Project Management Institute) result showed a +2% return at 11% compared to last year’s UK result, or 20% of those indicating they have an membership.

As seen in previous years membership of “other” non-PPM bodies is high which is to be expected as for many practitioners PPM is a second career.

Membership profiled by age (Figure 15) provides an interesting insight. The data suggests that professional bodies need to address and show relevance to younger practitioners if they are to maintain healthy membership as older practitioners retire.



**31% of UK based PPM Practitioners have never been a member of a Professional Body**

Current membership of	UK	Non-UK	ALL	A	MENA	E	NA	CSA	SSA	AO
APM - Association for Project Management	62%	11%	48%	26%	19%	8%	11%	0%	14%	19%
PMI - Project Management Institute	20%	77%	36%	58%	69%	77%	98%	90%	57%	63%
Other - Non PPM Bodies	28%	18%	25%	32%	19%	14%	19%	0%	32%	19%
BCS - The Chartered Institute for IT	14%	2%	11%	5%	6%	1%	0%	0%	0%	6%
CMI - Chartered Management Institute	10%	1%	8%	0%	6%	1%	0%	0%	3%	0%
IPMA - International Project Management Association	3%	12%	6%	16%	0%	18%	4%	20%	5%	13%
Scrum Alliance	2%	8%	4%	11%	0%	9%	14%	10%	3%	0%
IIBA - International Institute of Business Analysis	1%	4%	2%	0%	0%	6%	4%	0%	3%	6%
DSDM Consortium	2%	1%	2%	0%	6%	2%	0%	0%	0%	0%
PMSA - Project Management South Africa	0%	4%	1%	0%	6%	0%	0%	0%	32%	0%
RICS - Royal Institution of Chartered Surveyors	1%	1%	1%	5%	0%	0%	0%	10%	3%	6%
CIPD - The Chartered Institute of Personnel and Development	1%	0%	1%	0%	6%	0%	0%	0%	0%	0%
AIPM - Australian Institute of Project Management	0%	3%	1%	5%	0%	0%	0%	10%	0%	38%
Agile Alliance	1%	1%	1%	0%	0%	1%	2%	0%	0%	6%
ACMP - Association of Change Management Professionals	1%	1%	1%	0%	6%	1%	0%	0%	0%	0%
CMI - Change Management Institute	1%	0%	1%	0%	0%	0%	0%	0%	0%	6%
AAPM - American Academy of Project Management	0%	1%	0%	0%	6%	1%	2%	0%	0%	0%

As we can see in Figure 16 the PMI has a global recognition and membership compared to any other of our listed bodies, matching or beating the APM result in the UK across the other listed regions.

Another warning for membership bodies around the world comes from practitioners who have lapsed their memberships. The primary reason given being “I saw no personal benefit from my membership” at 44%. This was followed by “Not seen as value for money” at 27%.

For those who have never been a member; “I can't see any personal benefit in being a member” and “My employers/clients do not require me to have membership” were joint top accounting for 58% of the responses. This was followed by “Not seen as value for money” at 18%.

# PPM Accreditation

Accreditation for Programme and Project management practitioners continues to be one of the favourite topics for discussion in our work at Arras People. In the 10 years since we first published the Benchmark Report, the landscape for practitioners has become even more challenging (confusing) as the number of accreditations on offer has grown exponentially and their relevance is not always obvious.

## UK Market

As the list of available accreditations is now long enough to justify its own survey, we have created a sub-list which we believe contains those which are currently most popular with practitioners and also employers. As we can see in Figure 17, Prince2 retains its top spot in the list of favourites amongst the UK based PPM community for the 10th consecutive year. The 66% represents a slight fall from the 69% reported last year but its domination is not challenged by this small change.

The remainder of the top five remains consistent as does the number of PPM practitioners who operate without any of the accreditations in our favourites list.

The UK market is still dominated by the accreditation offerings from the AXELOS stable (Previously UK Government OGC / Cabinet Office) and at this point the transfer of control does not seem to have had any impact. At this stage we have not included any Agile offerings in our top list as we do not yet see any particular accreditation gaining a market share that warrants its inclusion. (See Agile section for more detail)

## Wider Picture

The wider list used in our survey is shown below in Figure 18, where we have also brought in the international view against our regions.

Course	UK
Prince2 - AXELOS	66%
MSP - AXELOS	27%
APMP - APM	24%
ITIL - AXELOS	18%
None	16%

Fig 17 - Top 5 UK PPM Accreditations

“We need to stop the proliferation of courses just for the sake of a qualification”  
Census Respondent

“My employer values certifications ... but is not funding the refresh of certs”  
Census Respondent

“Understanding that experience is more valuable than PRINCE2 accreditation”  
Census Respondent

“Need to focus more on skills training & application of those skills”  
Census Respondent

“Training also needs to be provided to the Executive”  
Census Respondent

Course Title	UK	Non-UK	ALL	A	MENA	E	NA	CSA	SSA	AO
IC - APM Introductory Certificate	4%	1%	3%	0%	0%	1%	1%	0%	0%	0%
CAPM - PMI Certified Associate in Project Management	1%	3%	2%	0%	0%	2%	1%	0%	4%	9%
Prince2	66%	25%	56%	23%	22%	27%	10%	13%	30%	46%
APMP - APM	24%	3%	18%	3%	11%	1%	7%	0%	0%	3%
PMP - PMI Project Management Professional	9%	47%	19%	29%	56%	49%	61%	50%	39%	21%
MSP - Managing Successful Programmes	27%	7%	22%	10%	11%	7%	4%	0%	4%	15%
PgMP - PMI Program Management Professional	0%	1%	1%	0%	0%	1%	4%	0%	0%	0%
CPM - APM Certificated Project Manager	2%	1%	2%	3%	0%	1%	3%	6%	0%	3%
P3O - Portfolio, Programme and Project Offices	6%	4%	5%	0%	17%	3%	0%	0%	0%	15%
MoV - Management of Value	1%	1%	1%	0%	0%	1%	0%	6%	0%	0%
MoP - Management of Portfolios	3%	4%	3%	0%	6%	4%	0%	6%	0%	15%
PfMP - PMI Portfolio Management Professional	0%	1%	1%	0%	0%	1%	1%	6%	0%	3%
M o R - Management of Risk	8%	3%	7%	3%	6%	3%	3%	0%	0%	3%
Risk Management - APM Certificate	2%	1%	2%	7%	6%	1%	0%	6%	0%	0%
RMP - PMI Risk Management Professional	0%	1%	1%	3%	0%	1%	1%	6%	2%	0%
ITIL - IT Service Management	18%	17%	17%	16%	22%	19%	13%	25%	9%	12%
Six Sigma	11%	8%	11%	10%	0%	6%	11%	19%	9%	12%
None of the above	16%	28%	19%							

Fig 18 - Common PPM Accreditations

Looking at the table we can immediately see the difference in take up of the PMP accreditation from the PMI (Project Management Institute) between UK based practitioners and those based in other regions of the world. Where in the UK the PMP accreditation has a low level of recognition outside of the circle of those who know about it on the global scale it is much more recognised and adopted.

Interestingly the higher level accreditations from PMI for Program and Portfolio practitioners have returned low levels of take up, especially when compared to the AXELOS offerings in this space both in the UK and Internationally.

Prince2 does not show the same level of dominance on the international scene though it does appear to have a level of traction outside of the Americas where PMI tends to dominate.

## 2014 Review

We asked the respondents to the survey, who are involved in recruitment, a number of questions to get the general feel of what happened in the market during 2014. As can be seen in Figure 19 there appears to be some good news for practitioners who are looking for a new opportunity.

For a second year running we have a positive response with regards to team sizes with 61% saying that their teams increased during 2014, +6% on the result of last year. This positive news is doubled from an economic point of view, with 81% saying that recruitment was required in order to meet increased business demand.

The results support the conditions that we experienced at Arras People during 2014 in that the level of "churn" is still relatively low compared to the days before the 'Great Recession'. Just 6% of the respondents indicated that they hired to replace leaving staff which backs up our observations that there is still a lack of confidence in the employment market.

The numbers reporting that they failed to fill all open roles was consistent with last year at 22%, though increased business demand (18% anticipate further growth in 2015) and a lack of churn will ultimately see this figure increase as it becomes harder to fill open roles.

## Ready to Recruit?

Being involved in the recruitment of PPM practitioners the team at Arras People are constantly reminded of the many challenges in the recruitment supply chain operated by many organisations. We have previously talked about "Apples and Bananas" and the pitfalls that we commonly see as recruitment processes become extended and disconnected.

Figure 20 shows the disconnect between the CV which is still the primary "door opener" in the recruitment process used by most organisations or their representatives. When asked to rank what is important in terms of the capability and experience that a candidate possesses and the ability to judge this from a CV we immediately see why some great candidates are not even considered for an open position.

Figure 21 further shows how disconnects occur in the supply chain as we consider "recruiters" views against those of the "peers". Peers are PM practitioners who are also involved in the recruiting process. It is quite startling that the views on such simple questions are so diverse and the havoc that this could cause. Introduction of a third party without domain knowledge will exaggerate this further and leave people wondering why those open roles cannot be filled.

PPM Team in 2014	
Team size increased	61%
Team size remained stable	39%
Team size decreased	0%
Recruitment Campaign	
Successful	67%
Unsuccessful	22%
No Open posts	11%
Recruited	
Permanent Employees	88%
Fixed Term Employees (PAYE)	50%
Contractors (Non payroll)	56%
Interims	25%
Temporary Workers	13%
Reason for Hiring	
To meet increased business demand	81%
To replace leaving staff	6%
PPM Restructure	13%

Fig 19 - Recruitment Activity

We have not seen a "buyers market" when looking to recruit PPM practitioners 59%

UP 31% FROM 2013

"Only way to increase your lot is to move companies"

Census Respondent

Must have:	Rank	Poorly	Satisf	Well
Experience	1	19%	56%	25%
Domain/Sector	=2	25%	56%	19%
Personality/Style	=2	75%	19%	6%
Accreditation	4	0%	38%	63%
Educational	5	6%	69%	25%

Fig 20: PPM Practitioners must have

"The market is tighter with companies pushing rates down"

Census Respondent

Do you understand your recruitment supply chain and where potential disconnects occur?

Recruiter/Peer:	Not	Neither	Are
How important are:			
Membership of a professional body eg. APM, PMI	8%	38%	54%
Evidence of CPD (Continuing Professional Development)	27%	45%	29%
Evidence of "soft skills" training	16%	54%	31%
Has PPM accreditation	12%	36%	52%
	23%	62%	15%
	8%	35%	58%
	8%	15%	77%
	4%	20%	77%

Fig 21 - Disconnected Supply Chain

At Arras People we have long been advocates of putting the “management” skills into project management practitioners, whereas many in the industry appear to have been happy to concentrate on the “project” skills. In what is basically a people focussed business role the management of teams, stakeholders, third party contractors and suppliers are all critical elements if we are to be successful in the delivery of programmes and projects.

With a growing resistance towards ‘command and control’ project management, and a new generation in the workforce who appear to require ‘enablement’ rather than management, the focus on leading and enabling effective teams has never been greater. Moving forward, it is our opinion that the soft management skills are going to become more important and a crucial differentiator in the world of project delivery.

In order to get a better understanding of what is happening in this space we included a question in this year’s census to allow us to see what training our respondents have had in some of the key areas associated with the delivery of effective management of projects. The results can be seen in Figure 22.

	Accredited Course	In-house Training	Self Study	None	None UK	None Non-UK
Leadership	24%	48%	21%	18%	20%	12%
Managing People	21%	52%	21%	17%	18%	14%
Effective Communication	16%	55%	23%	16%	17%	13%
Presentation	15%	52%	25%	18%	19%	16%
Negotiating	14%	44%	24%	26%	27%	21%
Influencing skills	12%	49%	24%	23%	22%	25%
Conflict Management	9%	43%	22%	32%	35%	23%
Facilitation	9%	39%	22%	36%	37%	32%
Assertiveness	7%	39%	22%	37%	37%	38%

Fig 22 - Soft Skills Training

Not unsurprisingly the results show a relatively low response across the board in terms of practitioners who have completed some form of accredited training. This reflects a well known situation where there is a reluctance to spend on “soft skills” training as there is no recognised standard in the programme and project management field which would be recognised or transferable.

Levels of reported ‘In-house’ training shows that organisations recognise that the soft skills are important for PPM practitioners, though these are very rarely included in CV’s or asked about in the recruitment process.

To take a view of the impact associated with the size of organisation a practitioner is working for, we looked at the data in terms of the numbers who have accredited or in-house training. The results can be seen in Figure 23 below.

All	<7 Emp	7 to 49	50 to 249	250 to 1,000	> 1,000
Managing People	Presentation	Presentation	Leadership	Leadership	Managing People
Leadership	Managing People	Leadership	Managing People	Managing People	Effective Communication
Effective Communication	Leadership	Managing People	Presentation	Effective Communication	Leadership
Presentation	Negotiating	Effective Communication	Effective Communication	Presentation	Presentation
Influencing skills	Influencing skills	Negotiating	Negotiating	Influencing skills	Influencing skills
Negotiating	Effective Communication	Influencing skills	Influencing skills	Negotiating	Negotiating
Conflict Management					
Facilitation	Assertiveness	Facilitation	Facilitation	Facilitation	Facilitation
Assertiveness	Facilitation	Assertiveness	Assertiveness	Assertiveness	Assertiveness

Fig 23 - Training spend by organisation size

As we can see in the table above, there is an impact created by organisation size in terms of the focus of training received by the respondents.

Many people in the PPM domain are now talking about “leadership” as being something that needs to be brought into focus and it is certainly in the top 3 across all organisations. Interestingly in the larger organisations the top three are Managing, Communicating and then Leading compared to the medium sized organisations where we have Leading followed by Managing. Whilst guesses could be made around the reasons for this in terms of corporate drivers and the relative importance of the PPM practitioners within the business it certainly offers a subject for deeper analysis.

Fig 24 shows the differences by gender where there is a surprising difference with Leadership at number four for the female respondents. Across employment status the employees not surprisingly reflect the larger corporate profile whereas the self-employed (maybe more entrepreneurial?) have leadership.

Male	Female	Self Employed	Employee
Leadership	Effective Communication	Leadership	Managing People
Managing People	Managing People	Managing People	Effective Communication
Effective Communication	Presentation	Effective Communication	Leadership
Presentation	Leadership	Presentation	Presentation
Influencing skills	Influencing skills	Influencing skills	Influencing skills
Negotiating	Negotiating	Negotiating	Negotiating
Conflict Management	Conflict Management	Conflict Management	Conflict Management
Facilitation	Assertiveness	Facilitation	Facilitation
Assertiveness	Facilitation	Assertiveness	Assertiveness

Fig 24 Training by Gender / Employment status

Looking forward it would appear that the whole question of management training is the next frontier for the PPM domain, an as yet untapped seam that has yet to be addressed by both the professional bodies and training organisations.

# Domain Expertise

After the questions about PPM Training the second most popular discussion we have with practitioners here at Arras People is about the impact of “domain” or “sector” and its criticality.

As we have already seen in the section on Recruitment Views and in previous PMBR’s; domain expertise is for many, an important factor when they are looking to employ new PPM practitioners.

In order to get a handle on this important subject we asked the practitioners who responded to the census the following question:

**Do you have any specialist domain expertise (Business or Technical) which complements your knowledge and skills as a PPM Practitioner?**

Practitioners with Domain Expertise	UK	Non-UK	All	A	MENA	E	NA	CSA	SSA	AO
Domain Expertise	68%	79%	71%	77%	78%	80%	82%	63%	88%	70%
No Domain Expertise	32%	21%	29%	23%	22%	20%	18%	38%	12%	30%

Fig 25 - Domain Expertise

As we can see in the responses above (Fig 25), 68% of the UK based respondents confirmed they do have domain expertise and the figure rose to 79% for those working in other regions. A result which should be of no surprise given the nature of the work undertaken by practitioners and the fact that for many PPM is a second career.

## How Important?

We then identified the sectors where over 50% of the aligned practitioners indicated that they have domain expertise, which can be seen in figure 26. Unsurprisingly Manufacturing, Engineering, Oil & Gas and Telecoms came out around the 80% level.

We then asked practitioners if their “domain expertise” is crucial in order for them to be effective in their current role?” Once again this response is captured in Figure 26 and it is interesting to see that the cruciality of this “Domain expertise” is marked consistently lower.

We then asked the practitioners if “domain expertise” is seen as more important than their PPM experience in their current role. This provided a response which may explain why some sectors have problems delivering their projects and also recruiting PPM practitioners.

Sector	Crucial	Have	More
Oil & Gas	64%	79%	33%
Telecoms	63%	78%	34%
Engineering	62%	85%	43%
Defence	61%	75%	36%
Aerospace	60%	77%	27%
Manufacturing	57%	86%	29%
IT - Software development	54%	69%	24%
Retailing	52%	71%	31%
IT - Products/Services/Solutions	51%	73%	27%
Utilities	50%	75%	31%
Professional Services & Consultancy	50%	65%	21%
Education/Academia	49%	69%	26%
Energy and Renewables	48%	76%	36%
Government - Local	46%	69%	36%
Financial Services - Banking/Insurance	46%	69%	25%
Transport	45%	72%	28%
Healthcare	44%	60%	30%
Building & Construction	42%	63%	28%
Pharmaceuticals	37%	70%	15%
Government - Central	33%	55%	14%

Fig 26 - Domain Impact

## Domain Focussed Training

The final question we asked our respondents regarded the focus of their current development plans in order to establish if they are focussed on “domain expertise”.

As we can see in Figure 27, when the responses are analysed by practitioner age groups against a backdrop of current domain expertise a real focus on domain emerges. The 25 to 34 age band has the lowest level of domain expertise and correspondingly the highest number of domain focussed development plans. All of which supports the notion that for many sectors PPM is not a standalone area of expertise, more one that has to dovetail into (or be dominated) by the sector/domain subject area.

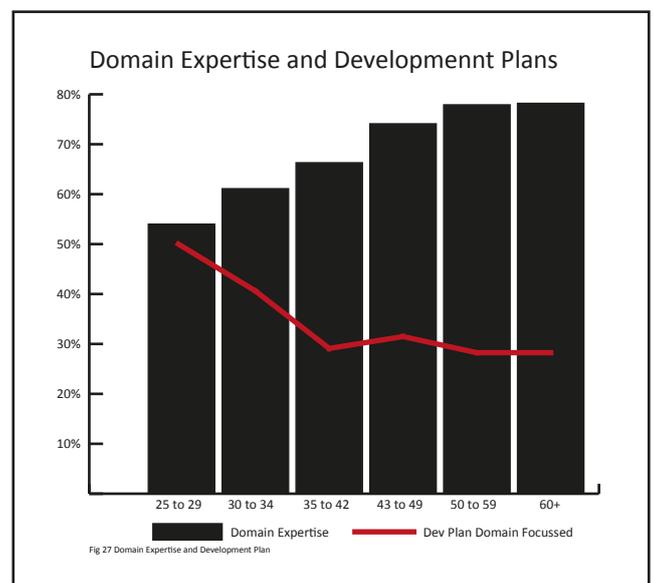


Fig 27 Domain Expertise and Development Plan

With “Agile” being a word that can longer be ignored in the world of programme and project management, this year the census looked a little deeper into what people think this means and how it is being adopted. The responses provided a wide range of views ranging from “fantastic” to “irrelevant”, which to be honest was not at all surprising.

The results would appear to back up our view that Agile, or agile is used in a very agile way and appears to have no agreed definitions or boundaries when used in the context of programme and project management. In some ways it feels like welcome to the Wild West!

## Familiar with Agile?

We asked our respondents how familiar they are personally with "Agile methods". In order to provide context we asked them to consider the question with “Agile as a way of delivering projects in a "non-waterfall" way” and “not be confused with other definitions of agile and agility”

Practitioners and Agile	UK	Non-UK	Total	A	MENA	E	NA	CSA	SSA	AO
Use in my day to day role	25%	25%	25%	21%	7%	28%	34%	9%	17%	23%
Familiar but do not currently use them	28%	31%	29%	28%	7%	33%	31%	64%	23%	37%
Aware but do not currently use them	32%	28%	31%	24%	50%	29%	25%	18%	29%	27%
No exposure	15%	15%	15%	28%	36%	11%	10%	9%	31%	10%

Fig 28 - Familiar with "Agile methods"

As we can see in the Figure 28, 25% of the respondents indicated that they use Agile methods and techniques in their day to day roles, 60% have some exposure and 15% indicated no exposure. This is a +10% shift from the response provided by UK based practitioners 12 months ago, when 15% indicated that they use Agile methods and techniques in their day to day roles.

Agile Accreditations	UK	Non-UK	Total	A	MENA	E	NA	CSA	SSA	AO
Scrum	5%	12%	7%	17%	0%	12%	15%	10%	5%	16%
APMG - Agile Project Management - Practitioner	4%	1%	3%	0%	0%	1%	0%	0%	0%	0%
APMG - Agile Project Management - Foundation	1%	3%	1%	11%	0%	1%	6%	10%	0%	0%
DSDM - Agile Project Management	1%	4%	2%	0%	0%	4%	10%	0%	0%	0%
PMI - ACP - Agile Certified Practitioner	3%	1%	2%	6%	0%	1%	0%	0%	0%	0%
Other	3%	1%	3%	0%	13%	1%	0%	0%	0%	0%
None	88%	84%	87%	72%	88%	85%	77%	90%	95%	84%

Fig. 29 - Agile Accreditation

We then asked our respondents about their accreditation status with regards to Agile, the results of which can be seen in Figure 29 above. As we can see just 12% of the UK based practitioners indicated that they have some form of accreditation, with variants of Scrum providing the highest return as it did last year.

Overall there is a 2% increase in the numbers of UK practitioners with an accreditation from last years results. In terms of Non-UK practitioners, take up is slightly higher but again Scrum variants make up the majority. Overall the group with the highest levels of accreditation were “consultants” who we have excluded from these figures.

## How is Agile Applied?

In order to gain a better understanding of what is happening in the field we than asked our respondents who indicated that they have some exposure to Agile, how it is used in their current organisation.

Agile Deployment	UK	Non-UK	Total	A	MENA	E	NA	CSA	SSA	AO
All Programmes/Projects use Agile methods	4%	7%	5%	11%	0%	7%	10%	0%	0%	8%
Selected Progs / Projects use Agile methods	27%	23%	26%	22%	0%	25%	22%	20%	13%	32%
Selected work-streams use Agile methods	33%	31%	33%	33%	0%	33%	43%	20%	26%	20%
Agile methods are not used	29%	34%	30%	28%	100%	31%	20%	50%	57%	36%
I don't know	6%	4%	5%	6%	0%	4%	4%	10%	4%	4%

Fig 30 - How current organisation uses "Agile" methods :

The use of blanket Agile (Fig 30) is relatively small in the overall sample at 5% and when we dig further into this data for just practitioners who use Agile day to day we see a different picture again. For these practitioners 15% apply Agile to all projects, 43% to selected projects and 36% to selected work streams.

Agile in its purest form is described as a philosophy rather than a method and has a high dependence on this being accepted by any organisation that wishes to reap the benefits from its application. Figure 31 would suggest that failure is on the horizon for many of their organisations as they are using Agile without the required buy-in and in the worst case scenarios it is not a strategic decision, rather something that is being driven by individuals. Even amongst practitioners who use Agile day to day only 30% say the organisation has bought into the required philosophical shift.

Organisation buy-in to Agile	UK	Non-UK	Total	A	MENA	E	NA	CSA	SSA	AO
Snr Mgt support philosophical shift	13%	17%	14%	33%	0%	18%	14%	10%	9%	20%
Agile used without philosophical shift	24%	22%	24%	22%	0%	23%	31%	0%	4%	28%
Agile used by individuals, it is not a strategic decision	24%	18%	22%	11%	0%	20%	24%	30%	17%	4%
Other	4%	4%	4%	0%	0%	3%	6%	0%	4%	8%

Fig 31 - How Agile methods and concepts are being introduced

## Where is Agile being used?

The table to the right provides a data extract from the PM Census showing a selection of cuts by areas of usage. The table shows the percentage of response for practitioners who use Agile in their day to day activity (Use D2D); those who are familiar with Agile but do not currently use it; those who are aware of Agile but do not currently use it; those who have no exposure and finally the numbers who have some formal accreditation.

As we have seen with traditional PPM accreditation practitioners in the public sector tend to have more access than their peers in the private sector. Though the difference is slight, when compared to the numbers using Agile day to day it is not.

The subset of industries (highest population of respondents) gives unsurprising results with IT - Software development top of the pile in terms of day to day usage. Government – Central is not surprising at 31% given the extensive use in the digital areas.

When viewed in a matrix, the largest groupings for those using Agile day to day are:

- Working in Financial Services / Banking / Insurance, IT - Products/Services/Solutions and IT - Software development.
- Delivering or supporting Software Development programmes and projects
- Reporting through the Information Technology department.

In terms of the types of programmes and projects using Agile techniques, Software Development and Digital Services not only have the highest numbers of practitioners who use it day to day, but also the highest levels of awareness at 95% compared to other types of projects.

	Use D2D	Familiar with	Aware of	No Exposure	Have Accred'd
<b>Current employer Sector</b>					
Private Sector - For Profit	25%	29%	30%	17%	13%
Public Sector - Government/State Services	21%	32%	35%	13%	14%
Third Sector - Not for Profit/Charity	16%	32%	38%	14%	8%
<b>Current employer Industry / Area of business</b>					
IT - Software development	65%	23%	8%	4%	27%
Retailing	34%	29%	29%	8%	3%
Government - Central	31%	35%	21%	13%	29%
Telecoms	26%	36%	26%	11%	9%
IT - Products/Services/Solutions	26%	34%	33%	7%	12%
Financial Services - Banking/Insurance	26%	39%	31%	4%	17%
Government - Local	24%	29%	40%	7%	10%
Oil & Gas	19%	23%	42%	16%	12%
Education/Academia	19%	35%	30%	16%	19%
Engineering	19%	16%	37%	28%	7%
Professional Services & Consultancy	18%	20%	35%	27%	11%
Defence	16%	22%	39%	22%	11%
Healthcare	15%	34%	36%	15%	10%
Manufacturing	9%	27%	42%	21%	8%
Transport	9%	32%	39%	20%	14%
Building & Construction	8%	16%	27%	49%	8%
Energy and Renewables	7%	30%	43%	20%	8%
<b>Current role - Reporting line</b>					
Information Technology	33%	34%	28%	5%	20%
Human Resources	31%	19%	19%	31%	18%
Research and Development	25%	25%	29%	22%	17%
Board of Directors	24%	27%	32%	17%	11%
Production/Business Operations	20%	22%	35%	22%	10%
Finance and Accounts	15%	38%	26%	21%	11%
Sales and Marketing	14%	41%	24%	22%	3%
Customer Services	12%	29%	46%	12%	6%
Not sure	11%	35%	32%	22%	11%
Administration	11%	36%	32%	21%	0%
<b>Current employer, size is the organisation</b>					
250 to 1,000 Employees	27%	28%	32%	14%	13%
50 to 249 Employees	25%	25%	28%	21%	16%
7 to 49 Employees	24%	27%	27%	22%	11%
> 1,000 Employees	23%	31%	32%	14%	13%
<b>Project(s) currently managing, supporting or delivering?</b>					
Software Development	41%	34%	19%	5%	21%
Digital Services	40%	32%	23%	5%	20%
New Product Development	35%	33%	22%	10%	15%
Mergers and Acquisitions	32%	32%	23%	13%	25%
Business Systems	30%	34%	28%	8%	16%
Research	29%	31%	25%	15%	19%
Business Transformation	27%	36%	29%	8%	13%
Community/Social	27%	33%	24%	16%	13%
Service Transformation	26%	36%	28%	10%	13%
Event or Relocation	25%	20%	38%	17%	18%
Equipment or System Installation	19%	31%	34%	17%	13%
Other	14%	23%	35%	28%	9%
Manufacturing or Engineering	13%	26%	36%	25%	5%
Construction	9%	21%	35%	35%	6%
<b>UK v Non UK?</b>					
UK	24%	29%	32%	16%	12%
Non-UK	24%	31%	29%	16%	17%
<b>Region do you currently live/work?</b>					
MENA	0%	8%	54%	38%	13%
E	28%	31%	29%	12%	15%
NA	29%	33%	27%	11%	23%
CSA	9%	64%	18%	9%	10%
SSA	15%	24%	29%	32%	5%
AO	21%	39%	29%	11%	16%
A	23%	27%	23%	27%	32%

Fig 32 - Agile usage

# Missing a vital component?



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# Unemployed Practitioners

Unemployment for UK based practitioners fell amongst our respondents to 7% this year; a figure which is in line with the latest ONS (Office for National Statistics) which put the jobless rate at 6%, matching its lowest level in six years.

Whilst youth unemployment is seen as a national issue it is not one which is seen as a particular issue in the field of programme and project management where entry tends to happen later in a persons career. However as we can see in the table Figure 33 it is the older age group who appear to have the biggest problem. Unemployment is again up in terms of the over 50's who account for 61%. Male unemployment is also high once again at 77% especially amongst those with 10+ years of PPM experience.

In terms of previous sector, IT Products/Services has the highest group with 21%, followed by Financial services with 12% and Telecoms with 11%.

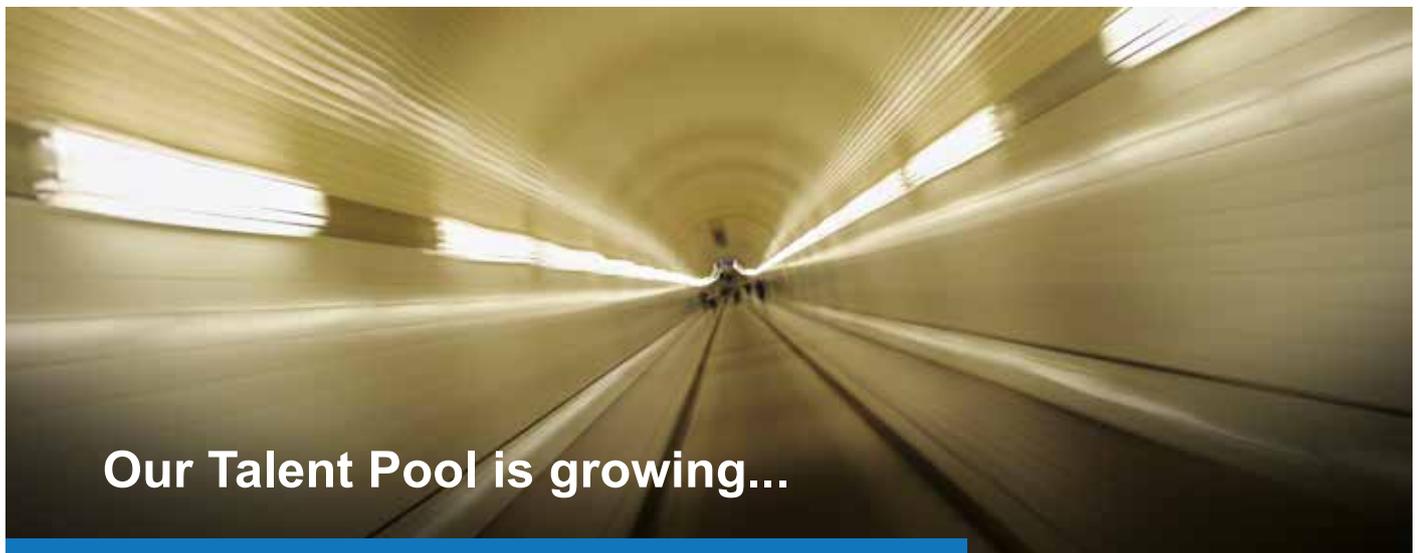
In terms of personal confidence, the group are slightly more positive than 12 months ago. Challenges being faced see an interesting change with "securing an interview" down 8% and "getting an offer" up 9%. This would suggest there are opportunities, but maybe not for them.

Domiciliary Status	2014	2013	2012
UK National	92%	79%	82%
EU National	5%	10%	11%
Non UK/EU National	3%	10%	6%
<b>Age</b>			
<34	10%	14%	15%
35 to 49	28%	40%	39%
> 50	61%	43%	46%
<b>Gender</b>			
Male	77%	75%	81%
Female	21%	24%	19%
<b>Previous Sector</b>			
Private	73%	76%	74%
Public	20%	15%	19%
Charity / NFP	7%	8%	6%
<b>Previous Status</b>			
Employee	78%	71%	77%
Contractor / Temp	18%	26%	23%
<b>Years PPM Experience</b>			
<1 Year	6%	13%	7%
2 to 3 Years	7%	15%	8%
4 to 5 Years	9%	12%	10%
5 to 10 Years	19%	22%	30%
10+ Years	59%	38%	44%
<b>Period of unemployment</b>			
< 3 Months	32%	32%	33%
3 to 6 months	25%	24%	21%
7 to 12 Months	15%	15%	13%
>12 Months	28%	29%	32%

Fig 33 - UK Unemployed Practitioners



Fig 34 UK Unemployed Confidence



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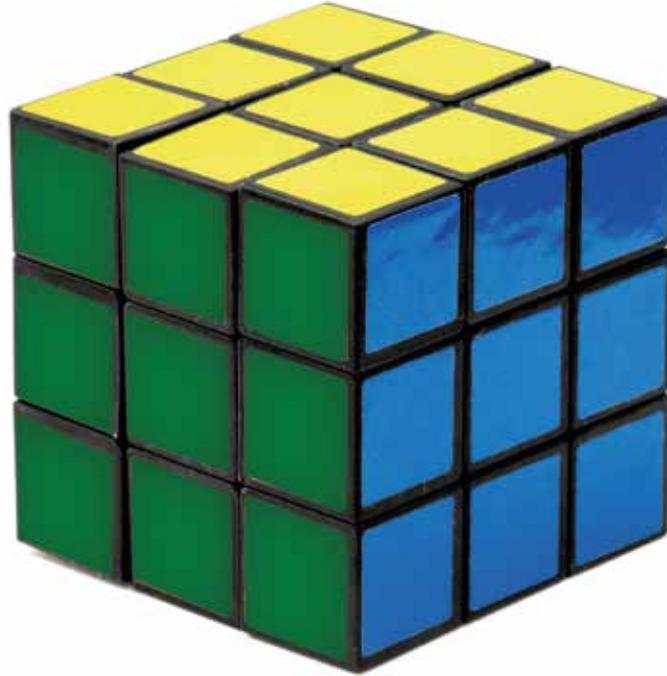
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2014 saw continued turbulence in economies across the globe as the impact of the meltdown in the financial services sector continued to have a significant impact. Whilst there appeared to be pockets of growth and recovery major economies across all continents saw economic disruption.

We asked working PPM practitioners once again how they saw confidence in their sectors as they looked forward into 2015, the results being presented in Figure 35 below.

	UK	Non-UK	ALL	A	MENA	E	NA	CSA	SSA	AO
Buoyant	26%	26%	26%	31%	33%	26%	27%	18%	17%	28%
Steady Normal Growth	38%	37%	38%	48%	47%	31%	46%	27%	36%	41%
Neutral	17%	21%	18%	14%	7%	26%	22%	27%	14%	17%
Contraction	11%	7%	10%	3%	7%	11%	2%	0%	11%	3%
Hard Times	9%	9%	9%	3%	7%	7%	3%	27%	22%	10%

Fig 35 - Sector Confidence moving into 2015

## UK Confidence Returns?

The headline returns from the UK based practitioners shows a significant return of confidence as they look forward to 2015. Buoyancy at 26% is up by 11% from the position twelve months ago and a whopping 20% from 2009.

At the same time UK respondents who have a negative outlook for 2015 has also increased to 20%, +4% from twelve months ago.

The detail when we look across the Private/Public sector data identifies the real mixed message in terms of the UK. As we can see in figure 37 there is once again a significant outlook with the 39% of the Public practitioners anticipating contraction and hard times in 2015 compared 13% of their peers in the Private. At the other extreme we see 72% Private versus 41% Public anticipating something more than neutral.

## Job Creation

	UK	Non-UK	ALL	A	MENA	E	NA	CSA	SSA	AO
No Hiring	19%	31%	22%	24%	17%	38%	17%	40%	38%	31%
Some Hiring	70%	60%	68%	65%	50%	52%	76%	40%	57%	69%
Major Hires	10%	9%	10%	12%	33%	10%	7%	20%	5%	0%

Fig 38 - Hiring Outlook moving into 2015

As economic confidence rises we asked respondents if they see job creation in their organisations during 2015. As we can see in Figure 38 the global view offers a mixed response.

Specifically in the UK, we have seen unemployment falling at a rate that has confounded some economic commentators. In terms of the responses for this year, we do not see the increase in confidence translating into confidence that hiring will increase. Maybe productivity is the key here and it will need to increase before new jobs are created.

	2014	2013	2012
Buoyant	26%	15%	16%
Steady	38%	47%	36%
Neutral	17%	23%	25%
Contraction	11%	10%	14%
Hard Times	9%	6%	10%

Fig 36 - UK Sector Confidence moving into 2015

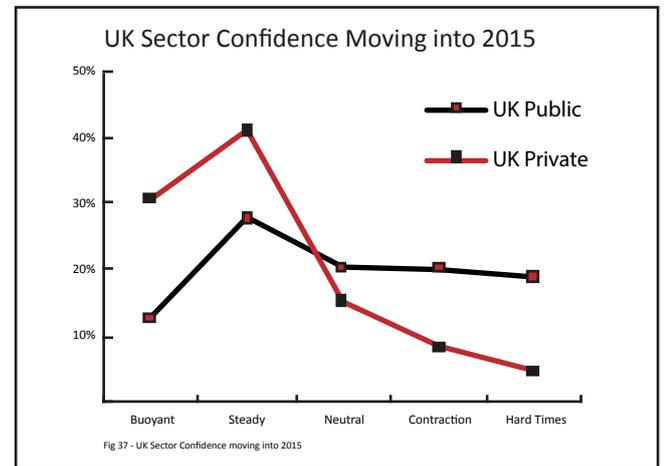


Fig 37 - UK Sector Confidence moving into 2015

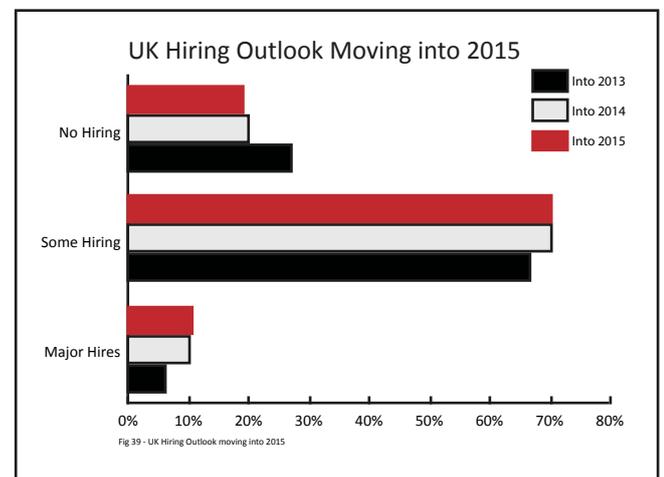


Fig 39 - UK Hiring Outlook moving into 2015

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\*2013 State of Agile Survey



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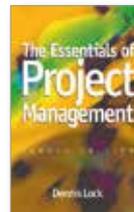
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Personal financial status is always a good barometer as to what is happening in any economy and this year we again asked our working respondents how they are feeling financially compared to twelve months ago. The results are shown below in Figure 40.

	UK	Non-UK	ALL	A	MENA	E	NA	CSA	SSA	AO
Much Better Off	11%	9%	10%	12%	19%	6%	11%	0%	15%	10%
Slightly Better Off	29%	31%	30%	41%	31%	27%	32%	55%	34%	33%
About Same	40%	38%	39%	32%	19%	43%	41%	45%	32%	30%
Slightly Worse Off	16%	17%	16%	9%	19%	22%	16%	0%	12%	10%
Much Worse Off	5%	5%	5%	6%	13%	3%	0%	0%	7%	17%

Fig 40 - Financial Position

In terms of the UK based respondents we can see that the general picture is moving in a positive direction with fewer practitioners feeling worse off from a financial position. Overall we are seeing the numbers who feel better off increase by 7% per annum, hitting 40% this year. Those feeling worse off are changing at a slower rate and still account for 20% of the UK based respondents.

By sector we again see differences between those working in the Public and Private areas; we see 28% of those working in the Public sector reporting that they are worse off financially 9% more than their peers in the Private sector.

## Personal Confidence

As we have seen over the last 10 years personal confidence amongst the UK based programme and project management practitioners does not have a direct correlation to financial position and confidence in the economy.

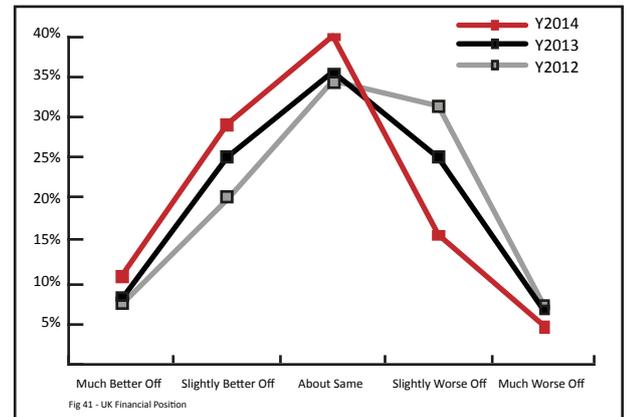


Fig 41 - UK Financial Position



Fig 42 UK Employed Practitioners Confidence

	UK	Non-UK	ALL	A	MENA	E	NA	CSA	SSA	AO
☺	23%	27%	24%	29%	38%	23%	34%	36%	20%	27%
↑	54%	48%	52%	47%	38%	47%	50%	36%	60%	47%
☺	11%	11%	11%	12%	6%	14%	3%	18%	13%	10%
↓	10%	12%	11%	9%	13%	13%	13%	9%	5%	17%
☹	2%	2%	2%	3%	6%	3%	0%	0%	3%	0%

Fig 43 - Practitioner Confidence moving into 2015

Looking at the confidence data from a global perspective (Figure 43) we again see that personal confidence can contradict.

In our practitioner positivity index (Figure 44) we can see that the practitioners who feel they are better off financially are also the most positive with 96% in this group. Those feeling much worse off have 48% in negative confidence, though 41% remain positive in their outlook.

The self employed also consistently show positive outlook against their employed peers, this year they show 81% to 74% respectively.

	☹	←	☺	→	☺
Much Better Off	0%	2%	2%	38%	58%
Slightly Better Off	1%	4%	8%	56%	31%
About Same	1%	10%	14%	58%	18%
Slightly Worse Off	4%	23%	17%	45%	10%
Much Worse Off	18%	30%	11%	36%	5%
	☹	←	☺	→	☺
Male	2%	11%	12%	51%	24%
Female	3%	8%	8%	55%	26%
	☹	←	☺	→	☺
Under 34	2%	4%	9%	51%	33%
35 to 49	2%	11%	11%	52%	25%
50+	2%	13%	12%	53%	19%
	☹	←	☺	→	☺
Self Employed	1%	8%	10%	55%	26%
Employee	2%	12%	12%	51%	23%

Fig 44 - Practitioner Positivity Index

## Remuneration lag

Against a backdrop of slow growth in real-terms wages, growth in average pay for UK workers finally overtook inflation for the first time in five years according to data released by the ONS (Office for National Statistics) in November 2014.

With inflation, as measured by the CPI (Consumer Prices Index) running at 1%, earnings (including bonuses) rose by 1% from a year earlier.

The concern expressed by many is that the effects of economic “recovery” in the UK are not feeding through to household budgets; with some commentators saying that it will be years before earnings returned to pre-crisis levels.

As we can see in Figure 45, just 31% of our respondents saw their remuneration increase by more than 2%. At the other extreme 33% saw a real fall in their remuneration.

## Employee Salaries

As we can see in Figure 47 2014 was not a great year for employees who responded to the census. 28% of practitioners saw a real term reduction in their remuneration, rising to 44% in the Public sector.

Of those seeing an increase above 2% the overall number was 37%, with some positive movement for Private sector workers where this increased to 43%. For public sector practitioners the constraints of pay were apparent with 16% see increases greater than 2%.

## Contractor Day Rates

As we can see in Figure 48 the contractors who responded to the census had another tough year where their day rates were still under pressure.

21% saw increases over 2% with no real difference being seen across the Public/Private sector divide.

41% saw an inflation equalling 1-2% increase, whilst 38% saw their day rates continue to fall in real terms.

Of those seeing falls in rates 23% indicated that their day rates dropped by more than 8% during 2014. 20% of these respondents worked in the Public sector against 26% who were engaged in the Private Sector.

Percentage Change	2014	2013	2012
Equal or more than +8%	10%	12%	11%
+ 5-7%	6%	5%	6%
+ 1-4%	51%	34%	23%
No Change	16%	37%	42%
- 1-4%	4%	3%	3%
- 5-7%	4%	3%	2%
Equal or more than -8%	9%	5%	13%

Fig 45 - UK Practitioner Remuneration Change

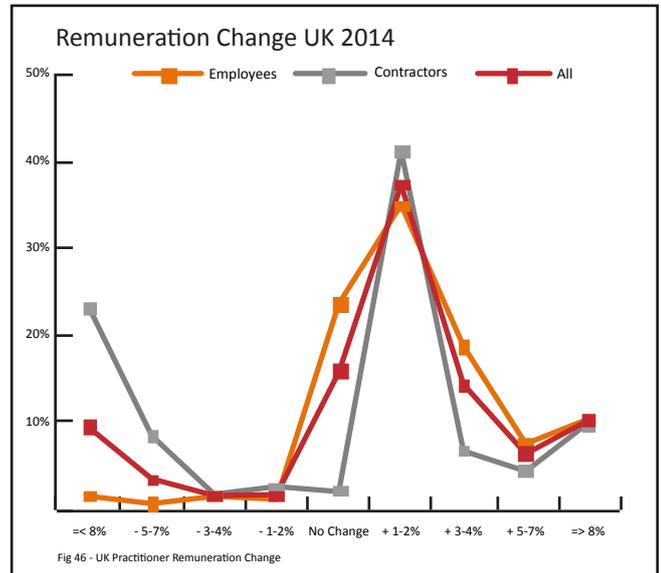


Fig 46 - UK Practitioner Remuneration Change

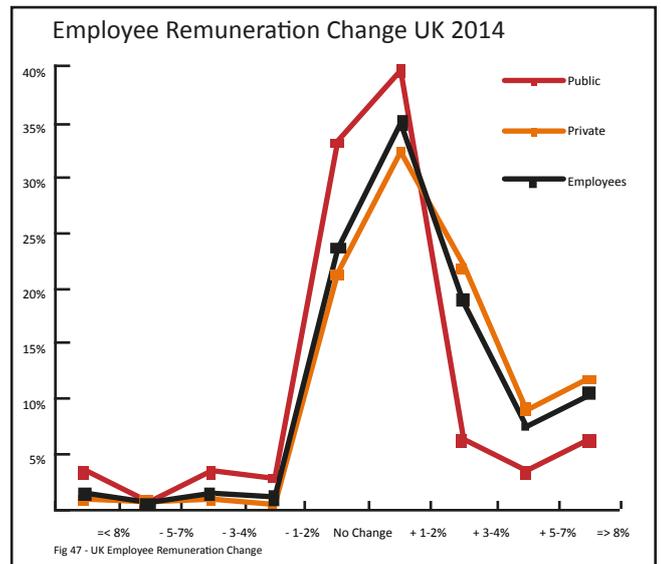


Fig 47 - UK Employee Remuneration Change

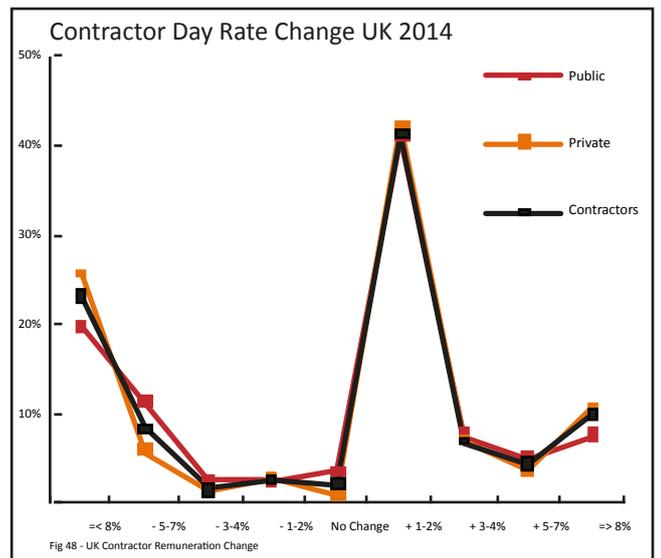


Fig 48 - UK Contractor Remuneration Change

# 2015 UK Remuneration Outlook

Against a backdrop where the Deputy Governor of the Bank of England said he expected real earnings to continue outpacing inflation well into 2015. He went on to say that the inflation rate could fall below 1%, while earnings growth would run at around 3%.

We asked our working UK based respondents to anticipate what will happen to their remuneration in 2015.

## Contractor Rates

As we can see in Figure 49 the contractors do not appear to share the positive outlook of the Deputy Governor with 9% anticipating a fall in their day rates and 61% anticipating no change.

Of those who anticipate an increase just 23% see a rise of 3% or above. Looking across the Public, Private sector division we see a 7% variance at 20% and 27% respectively.

Looking back over the last four years the contractor outlook is becoming more positive in terms of those anticipating a fall in their rates from the 21% figure we saw in 2012.

The real concern is that the majority of contractors are still stuck in the “no change” band. We have seen over the ten years that contractors are traditionally very good at forecasting, so 2015 may well be another tough year for many.

## Employee Salaries

As we can see in Figure 51 the employees also do not appear to share the positive outlook of the deputy governor with just 29% anticipating a rise of 3% or above.

Amongst Private sector respondents this figure rises to 34%, whilst for their Public sector peers this drops to 17%.

The trend for practitioners anticipating a real term drop in their salary (Fall + Unchanged) is slowly becoming more positive, though at this rate it will be some time before remuneration returns to a positive position and real term growth occurs.

Austerity in the Public sector continues to impact the remuneration outlook with 78% of respondents anticipating 0 to 2% increase in their salary during 2015.

UK Contractor Rates	2015	2014	2013
Fall	9%	12%	18%
Unchanged	61%	58%	59%
Increase	30%	30%	23%
	All	Public	Private
Fall	9%	14%	5%
Unchanged	61%	63%	58%
Increase 1 to 2%	7%	3%	11%
Increase 3 to 4%	4%	3%	5%
Increase 5 to 7%	7%	3%	11%
Increase >8%	12%	14%	11%

Fig 49 - Anticipated Day Rate change

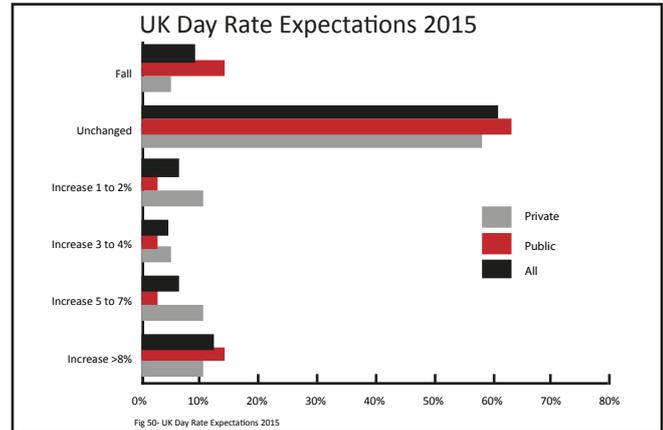


Fig 50 - UK Day Rate Expectations 2015

UK Employee Salary	2015	2014	2013
Fall	3%	2%	3%
Unchanged	28%	31%	36%
Increase	70%	67%	61%
	All	Public	Private
Fall	3%	5%	2%
Unchanged	28%	35%	26%
Increase 1 to 2%	41%	43%	39%
Increase 3 to 4%	16%	7%	20%
Increase 5 to 7%	7%	4%	8%
Increase >8%	6%	6%	6%

Fig 51 - Anticipated Salary change

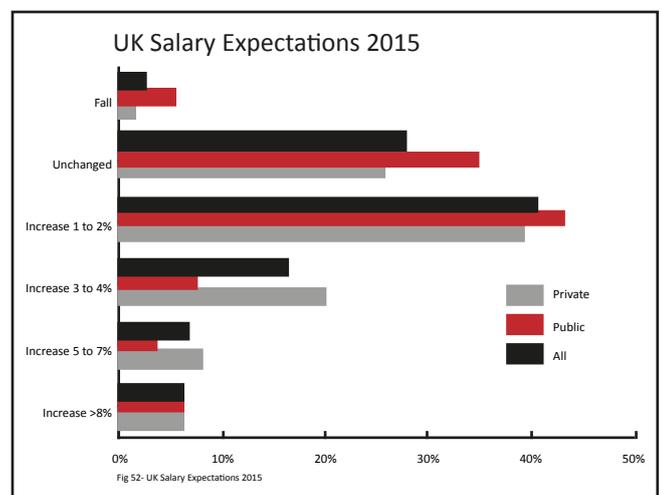
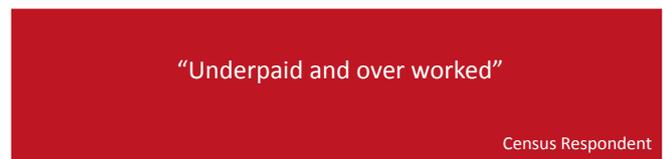


Fig 52 - UK Salary Expectations 2015

# UK Contractor Overview

The contractors made up 34% of the respondents who are currently working in the UK. The message conveyed was mixed, with some seeing the UK market as “great” and on the up, to those who see it as “really challenging” or even “getting worse”. 31% are still seeing pressure on their day rate and 28% reporting having no contract as they moved into 2015.

## Who are they?

The contractor group crossed all areas of practice in the PPM family, the largest group being Project Managers at 40%, with Programme Managers accounting for 23% and PPM Consultants 13%. In terms of their location 23% live in London, 18% the South East and 11% Home Counties. 40% don’t work in the same area they live and 28% have no fixed work location.

In terms of age, the largest group is the 50 to 59 year olds who account for 35% of the respondent group with the 50+ accounting for 49%. By gender we see an 80/20% split between males and females.

## Expertise

35% of the contractors have a MBA, with 17% having a Masters in Project Management. In terms of experience we see 53% saying that they have more than 10 years’ experience in their current role; 72% having more than 10 years’ experience in the field of PPM.

In terms of PPM accreditations 72% say they have a Prince2 accreditation, 32% MSP (Managing Successful Programmes) and 12% have some form of Agile accreditation. As well as having PPM expertise 78% say they have some form of domain expertise which complements this; 69% going so far as to say that “Domain expertise is crucial for me to be effective in my current role”.

The contractors do not appear shy when positioning themselves in a professional context with 34% saying they are “experts”, 10% “thought leaders” and 29% “advanced”.

## Affiliation

56% of the contractors are members of at least one professional body; 51% belonging to the APM and 28% the PMI. In terms of their perceived value of this membership APM scored 3.51, PMI 3.56 out of 5.

Mode of Operation	2014	2013	2012
Ltd Company	85%	78%	76%
Umbrella Company	8%	12%	13%
Sole Trader	7%	10%	11%
Time as Contractor	2014	2013	2012
Under 1 Year	16%	16%	17%
1 - 3 years	25%	28%	23%
4 - 5 years	11%	11%	12%
Over 5 years	48%	45%	48%
Reason <1 Year	2014	2013	2012
Part of my Career Plan	49%	42%	39%
I was Unemployed	30%	30%	45%
I was made an offer I couldn't refuse	9%	11%	14%
Other	12%	16%	2%

Fig 53 - UK Contractor Demographics

“It’s getting crowded in the project freelancing business.. but experience prevails”  
Census Respondent

Importance to Contractors	Not	Very	Extm'ly
Rate on Offer	17%	59%	24%
Duration of role	37%	50%	13%
Challenge of work	17%	57%	26%
Culture of Organisation	36%	44%	20%
Rapport established with Manager	40%	44%	16%

Fig 54 - UK Contractor - What's Important

“Going contracting - despite the risks - best decision to date in my career.”  
Census Respondent

Contracted for work during year	2014	2013	2012
1 to 3 Months	7%	13%	18%
4 to 6 Months	17%	14%	14%
7 to 9 Months	23%	23%	25%
10 to 12 Months	53%	49%	43%
Contract Availability	2014	2013	2012
Decreased	12%	28%	37%
Stable	40%	40%	38%
Increased	48%	32%	26%
Typical Contract Length	2014	2013	2012
1 to 3 Months	22%	30%	25%
4 to 6 Months	38%	36%	32%
7 to 9 Months	15%	12%	14%
10 to 12 Months	25%	22%	30%
I was Contracted	2014	2013	2012
1 time	29%	33%	45%
2 times	37%	33%	34%
3 times	20%	20%	10%
More than 3 times	14%	14%	11%
Time between Assignments	2014	2013	
Increased	17%	28%	
Stable	57%	52%	
Reduced	26%	20%	
I am starting next year with	2014	2013	2012
No Contract	28%	30%	32%
< 3 Months Contract	27%	29%	22%
3 to 6 Months Contract	28%	28%	31%
> 6 Months Contract	17%	13%	15%
Pressure on day rate	2014	2013	2012
Decreased	19%	13%	16%
Was Stable	50%	49%	41%
Increased	31%	38%	43%

Fig 55 - UK Contractor Facts

“As a freelancer, the expectation is that you are a professional and an expert”  
Census Respondent

## Working life

To gain a different insight we asked the contractors how many clients they are currently contracted to. Unsurprisingly 76% say they have a single client, 15% have 2 clients and 9% three or more.

In terms of these contracts we see that 3% have zero hours contracts, 10% are contracted for less than 35 hours per week with the remainder being contracted for 35 hours or more. When we look at the contracted hours against the delivered hours we see once again that they offer fantastic value for money. Those contracted for less than 35 hours deliver 130% on average, whilst those contracted for more than 35 hours deliver 120%. Buy five, get one free! On top of this an additional day (9.4 hours) is spent on the average weekly commute.

## Feeling better off?

When asked how they are feeling compared to a year ago 43% of the respondents said they felt better off, 40% the same and 17% worse off. This reflects the mixed messages of the community and also reflects the rate data shown in the accompanying graphs. However, even in these challenging times it is good to see that 82% entered 2015 with a smile on their faces in terms of their personal confidence.

## Where do they work?

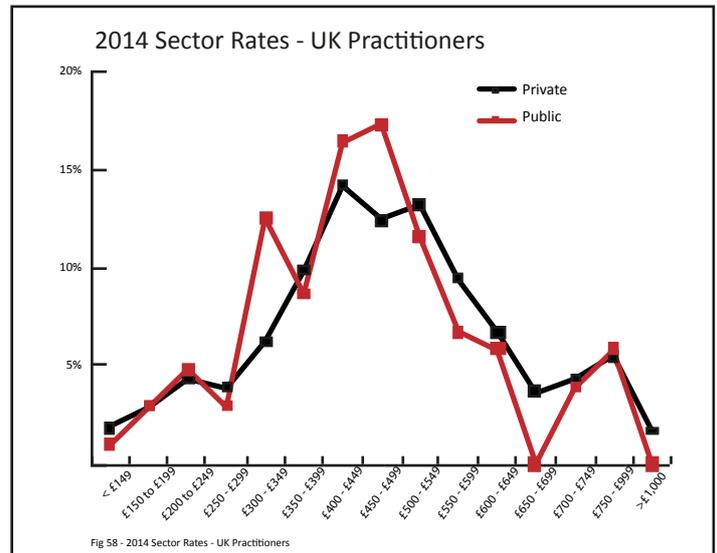
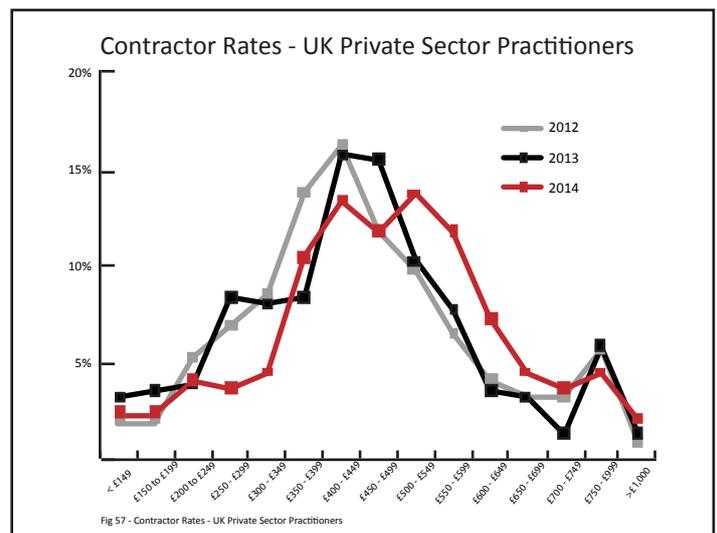
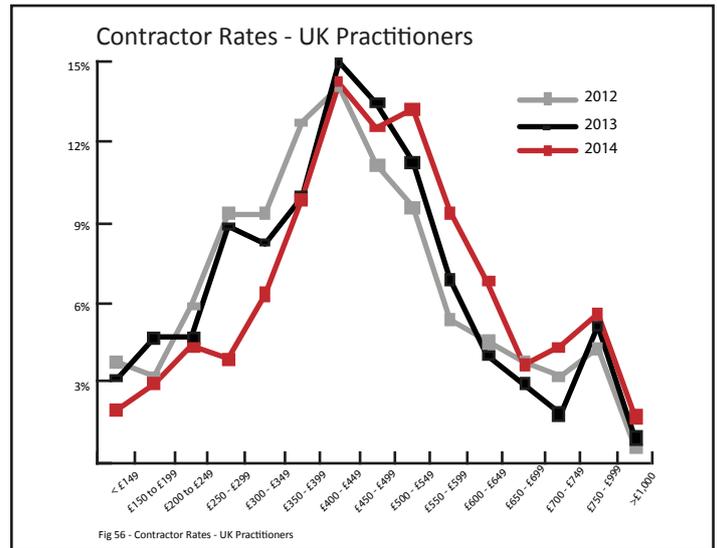
In terms of sector distribution, 70% of the contractors are working in the Private sector, 27% in the Public sector and 3% in the Charity/NFP area.

Financial Services is the biggest taker of their services with 15% working in this area; 7% are working for companies in Telecoms and 6% for companies in IT Products and Services. Large organisations with more than 1,000 employees are the biggest user of contractors accounting for 71% of our respondents and 55% are involved in the delivery of business transformation initiatives.

29% of the contractors said they are using Agile in their day to day activities.

## Challenges

As we can see in Figure 59, the contractors are anticipating that 2015 will offer up a number of challenges; the most pressing of which is getting their day rate to increase. With the increase in opportunities on the back of a sustained recovery, maybe 2015 will see that tipping point occur.



Top Challenges Looking Forward	Probably	Definitely
Increasing my day rate	30%	22%
Differentiating in a crowded marketplace	29%	17%
Attaining a better work life balance	28%	17%
Finding suitable opportunities	36%	13%
Maintaining my day rate	25%	8%
Lack of opportunities	19%	4%

Fig 59 - UK Contractor - Top Challenges 2015

# UK Employee Overview

The employees made up 59% of the respondents who are currently working in the UK. The message conveyed was once again mixed with a particular divide across the Public/Private sectors. There are signs of some recovery in the Private sector whilst in the Public sector the squeeze on living standards and pay is still being felt. Observations varied from “about to go on strike”, “Pay freeze for the last 5 years is increasingly problematic” to “It will be another good year!”.

## Who are they?

The employee group crossed all areas of practice in the PPM family, the largest group being Project Managers at 46%, with Programme Managers at 19% and POM Managers 15%.

In terms of their location 24% live in London, 18% the South East and 12% the South West. 19% don't work in the same area they live and of these 23% have no fixed work location.

In terms of age, the 35 to 59 year olds account for 73% of the respondent group. By gender we see a 69% to 31% split between males and females.

## Expertise

26% of the employees have a MBA, with 23% having a Masters in Project Management. In terms of experience we see 34% saying that they have more than 10 years' experience in their current role; 52% having more than 10 years' experience in the field of PPM.

In terms of PPM accreditations 63% say they have a Prince2 accreditation, 28% MSP (Managing Successful Programmes) and 13% have some form of Agile accreditation.

As well as having PPM expertise 64% say they have some form of domain expertise which complements this; 68% going so far as to say that “Domain expertise is crucial for me to be effective in my current role”.

The employees are not as confident as their contracting peers when positioning themselves in a professional context, with 18% saying they are “experts”, 6% “thought leaders” and 31% “advanced”.

## Affiliation

56% of the employees are members of at least one professional body; 39% belonging to the APM and 9% the PMI. In terms of their perceived value of this membership APM scored 3.58, PMI 3.55 out of 5.

Employment Status	2014	2013	2012
Permanent	92%	92%	94%
Temp	7%	1%	0%
Fixed Term	1%	7%	6%
Time with Employer	2014	2013	2012
Under 1 year	20%	21%	20%
1 to 3 years	32%	30%	27%
3 to 5 years	10%	9%	11%
Over 5 years	37%	41%	42%
Gender	2014	2013	2011
Male	69%	66%	67%
Female	31%	34%	33%

Fig 60 - Employee Demographics - UK Practitioners

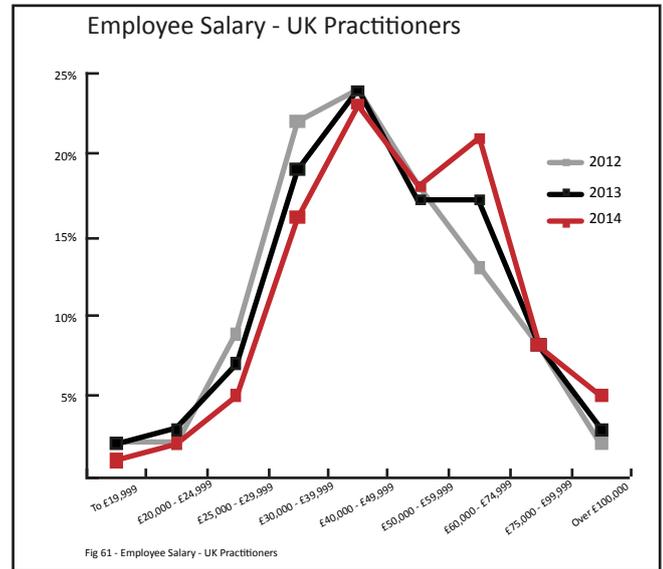


Fig 61 - Employee Salary - UK Practitioners

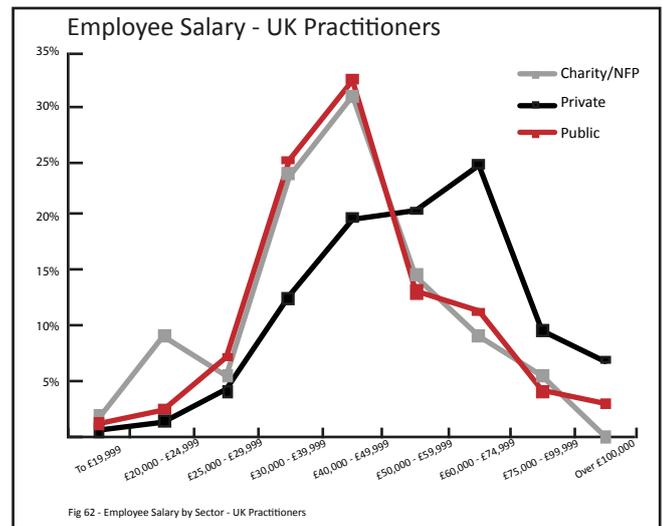


Fig 62 - Employee Salary by Sector - UK Practitioners

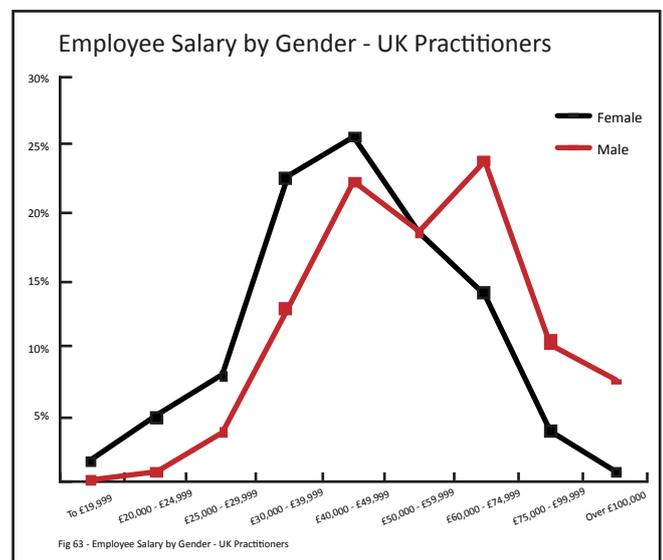


Fig 63 - Employee Salary by Gender - UK Practitioners

# UK Employee Overview

## Working life

To gain a different insight we asked the employees who are Project Managers how many projects they are currently responsible for. Surprisingly, 63% say they have to manage 3 or more projects, 19% have 2 and 17% just one. In addition, 36% of the Project Managers have additional responsibilities and are not a 100% dedicated to the role.

In terms of employee contracted hours, 4% are contracted for less than 35 hours per week; 73% for 35 to 37.5 hours per week, with the remaining 23% being contracted for more. When we look at the contracted hours against the delivered hours we see once again that they offer fantastic value for money. Those contracted for up to 37.5 hours deliver 118% on average, whilst the remainder are averaging 120%. On top of this, 7.6 hours is spent on the average weekly commute.

## Feeling better off?

When asked how the employees are feeling compared to a year ago 39% of the respondents said they felt better off, 39% the same and 22% worse off. This reflects the mixed messages of the community and also reflects the rate data shown in the accompanying graphs. However, even in these challenging times it is good to see that 74% entered 2015 with a smile on their faces in terms of their personal confidence.

## Where do they work?

In terms of sector distribution, 70% of the employees also work in the Private sector, 23% in the Public sector and 7% in the Charity/NFP area.

Financial Services is the biggest taker of their services with 10% working in this area and 8% for companies in IT Products and Services. Large organisations with more than 1,000 employees are the biggest employers' accounting for 65% of our respondents and 52% are involved in the delivery of business transformation initiatives.

21% of the contractors said they are using Agile in their day to day activities.

## Challenges

As we can see in Figure 68, the employees are anticipating that 2015 will offer up a number of challenges; the most pressing of which is finding a promotion opportunity with their current employer, a hint that confidence is still too low to create churn.

Bonus Payment Available	2014	2013	2012
All	49%	47%	50%
Public	18%	25%	30%
Private	60%	56%	59%
Bonus Calculated	2014	2013	2012
Personal Performance	15%	16%	19%
Company Performance	15%	16%	18%
Combination	70%	68%	63%
Bonus Level	2014	2013	2012
None	51%	53%	50%
1- 8% of Salary	27%	26%	29%
8 - 15 % of Salary	12%	14%	13%
15 - 25% of Salary	7%	5%	6%
25%+ of Salary	3%	2%	2%

Fig 64 - Employee Bonus Payments - UK Practitioners

Employee Benefits	2014	2013	2012
None	26%	22%	29%
Yes	74%	78%	71%
Benefits Received			
Pension Plan – Contributory	89%	88%	85%
Pension Plan – Non-Contributory	12%	10%	11%
Healthcare Benefits			
Life Insurance	49%	43%	43%
Long-Term Care Insurance	8%	7%	5%
Company Car	11%	10%	14%
Car Allowance	26%	31%	28%
Fuel Allowance	6%	8%	9%
Mobile Phone	50%	53%	53%
Gym Membership	10%	7%	10%
Child Care Subsidies	13%	14%	12%
Other	12%	8%	6%

Fig 65 - Employee Benefits - UK Practitioners

Going into 2015	2014	2013	2012
Happy in current role	32%	28%	31%
Want New role + Current employer	11%	13%	13%
Want to Change employer	20%	21%	20%
Want to move in to Contracting	5%	5%	3%
Open to Change but Not pushing	26%	28%	27%
Under threat of redundancy	3%	3%	3%

Fig 67 - Employee Desire 2015 - UK Practitioners

Changed Jobs	2014	2013	2012
Yes	23%	25%	27%
No	77%	75%	41%
Reason for Changing Jobs	2015	2014	2012
Promotion	30%		14%
Redundancy	10%		18%
Better package	23%		11%
Better prospects	28%		19%
Increase in challenge	32%		17%
Change in lifestyle	16%		10%
Other	16%		12%

Fig 66 - Employee Changed Role 2014 - UK Practitioners

**“If things pick up from employers they should pass on the benefits to their employees in the form of a pay rise for everyone”**

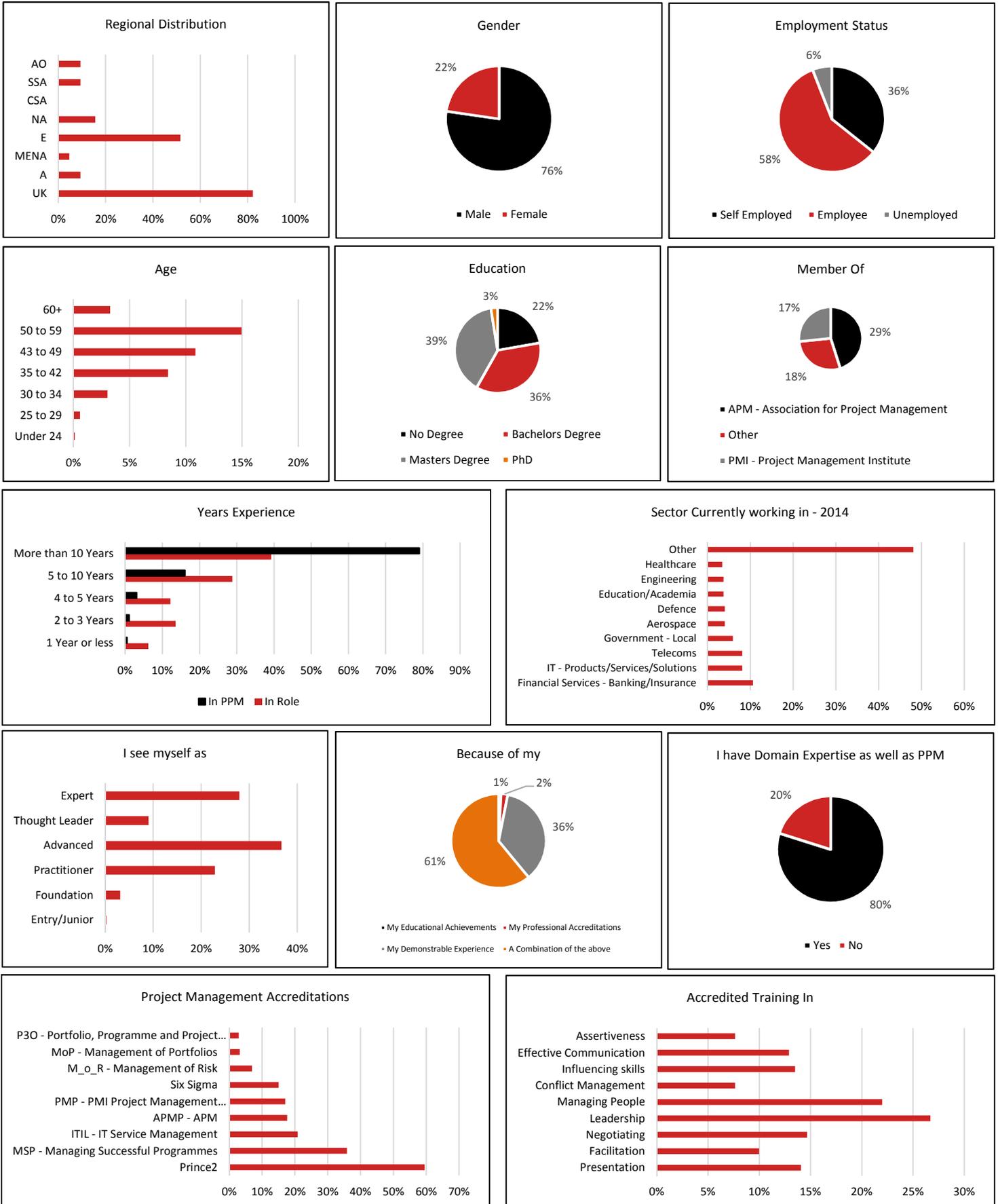
Census Respondent

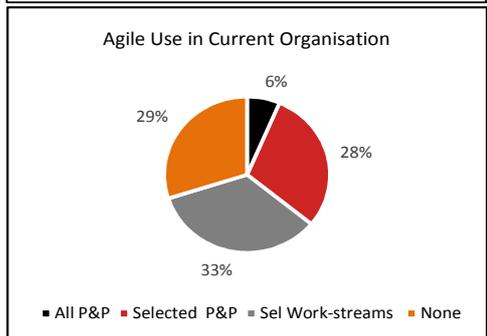
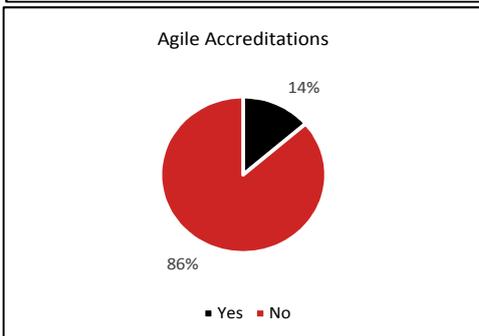
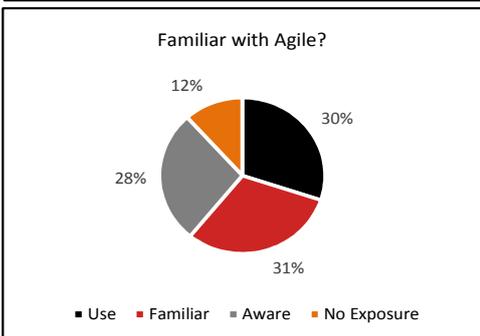
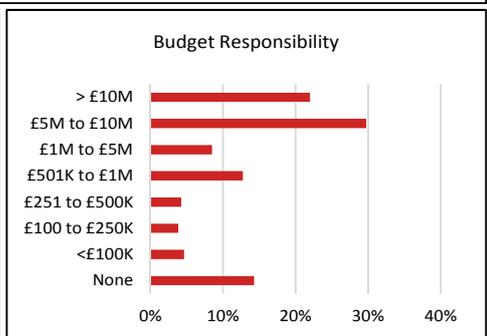
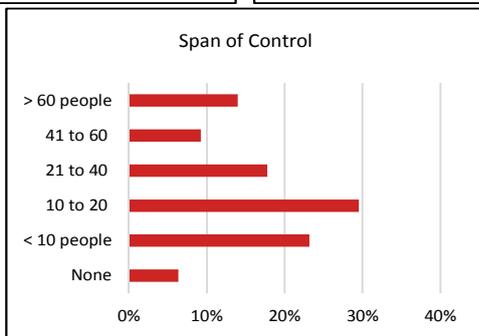
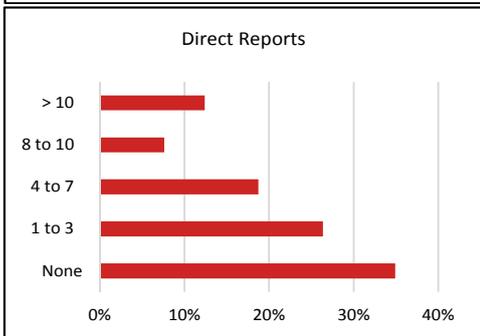
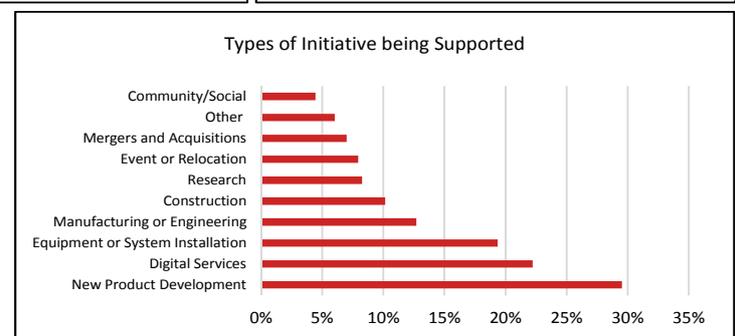
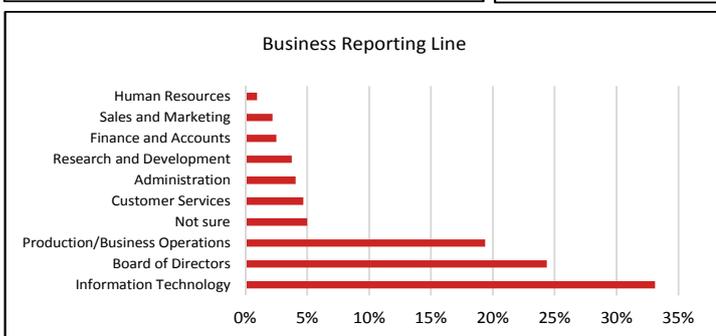
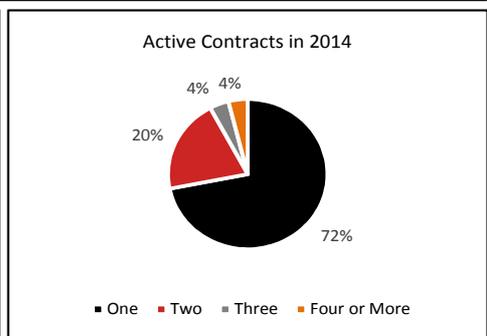
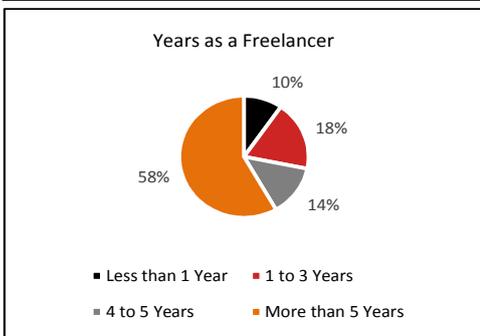
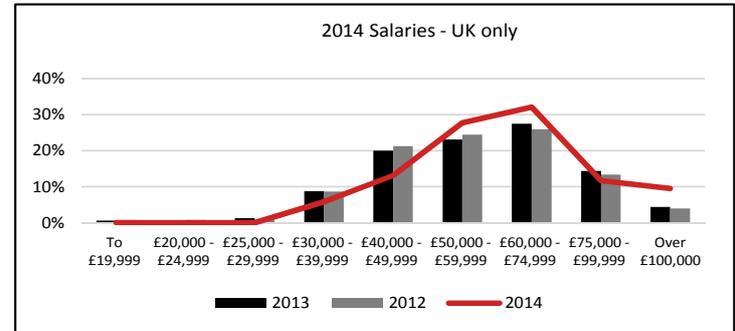
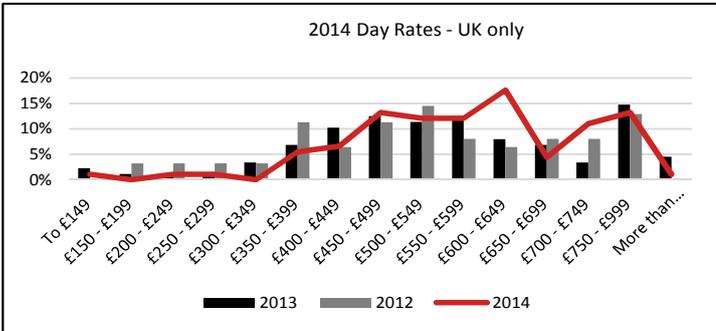
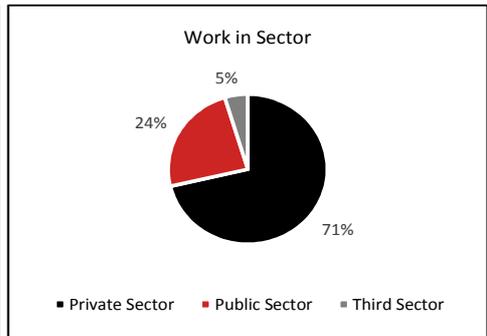
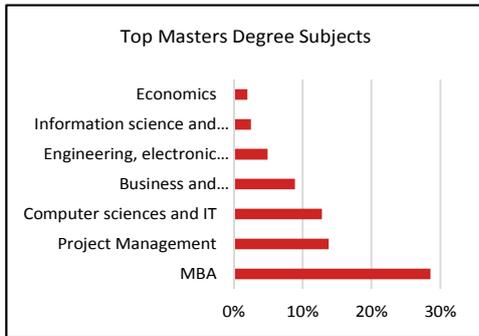
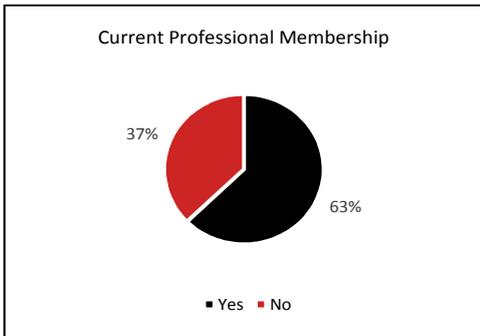
Challenges	2015	2014	2013
Lack of promotion opportunity (int)	27%	18%	16%
Expectation of doing more with less	26%	18%	17%
Securing a pay rise	24%	15%	16%
Personal development	18%	14%	14%
Attaining better work life balance	17%	13%	13%
Lack of Job Opportunities (ext)	4%	9%	7%

Fig 68 - Employee Challenges - UK Practitioners

The following pages show some of the results from the global view of Programme Managers who made up 18% of the working practitioners who responded to the PM Census.

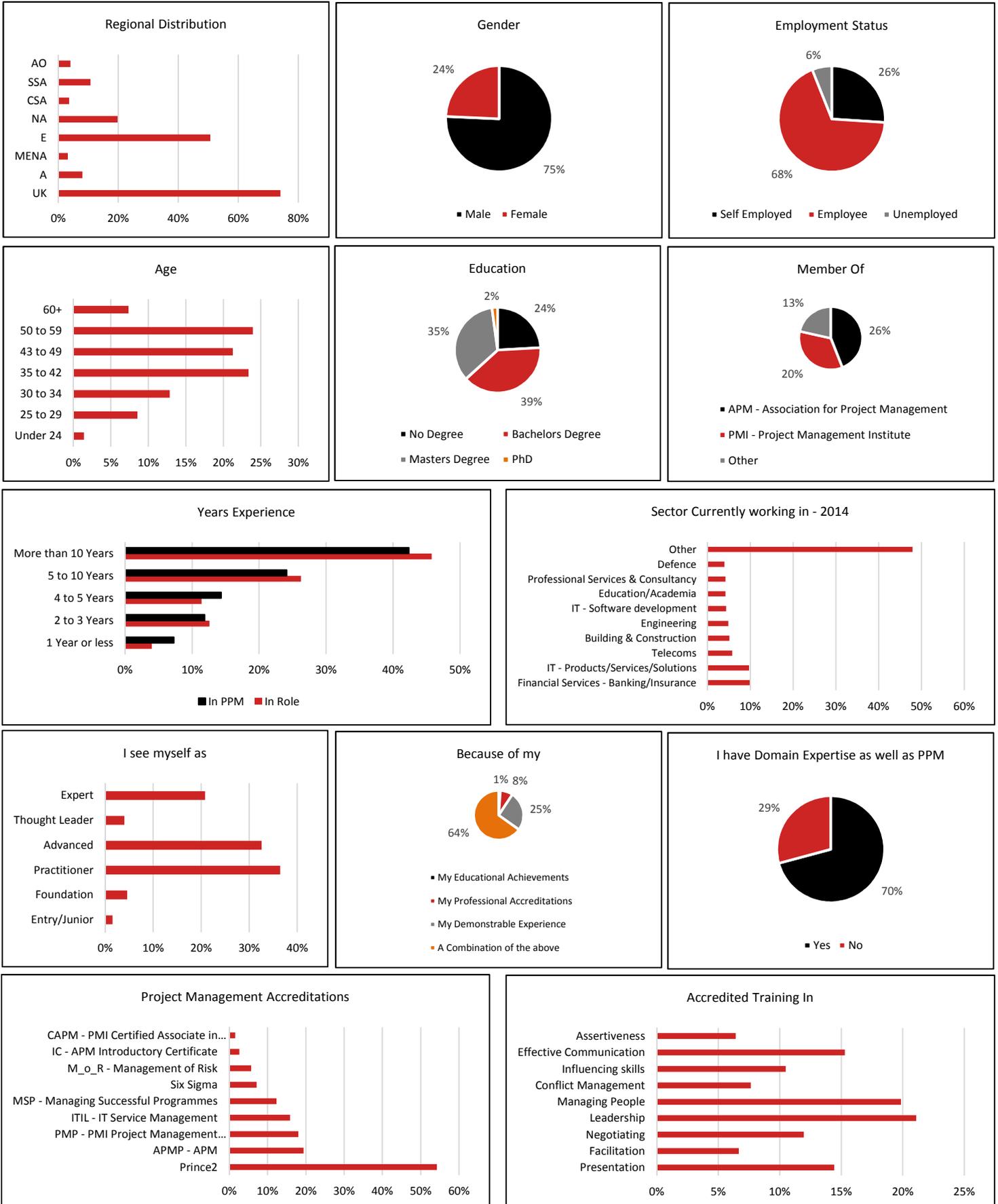
In the UK the average salary was £65,460 with an average day rate of £587. Practitioners paid in USD averaged \$151,000 whilst those paid in Euros averaged €63,400.

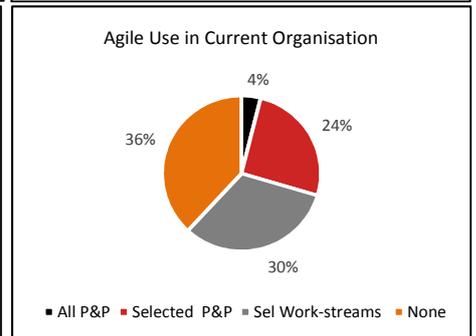
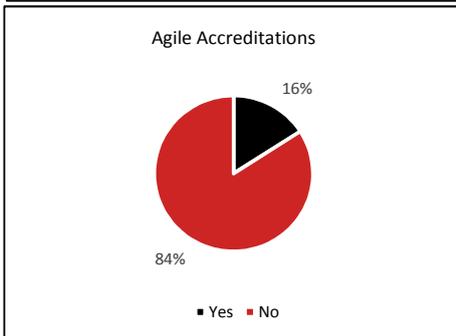
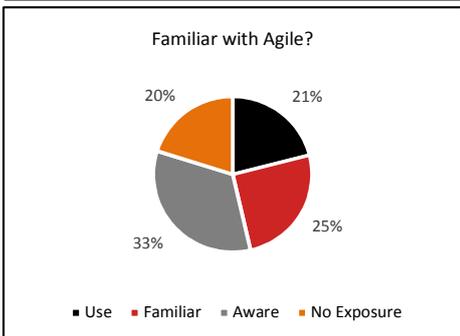
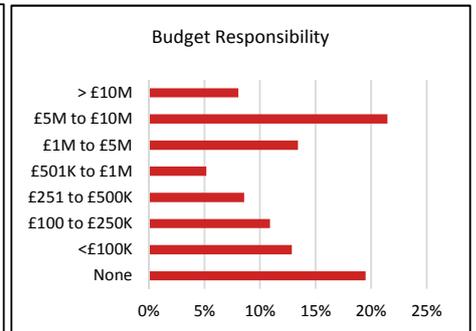
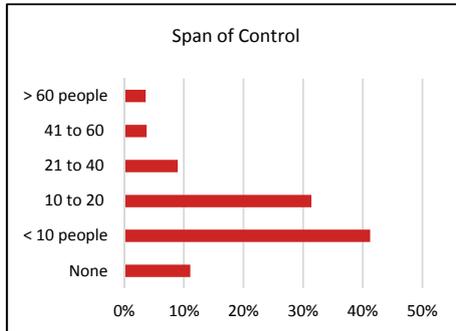
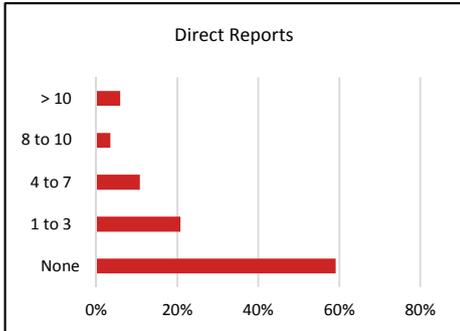
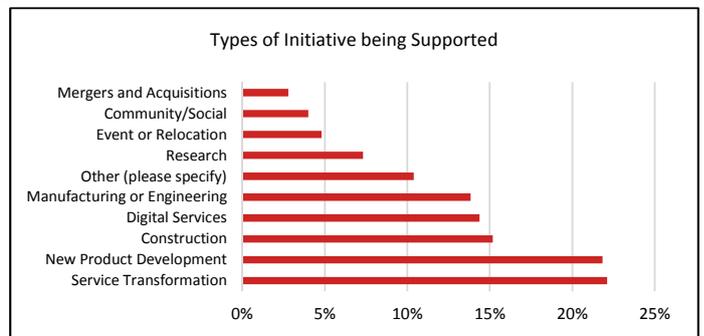
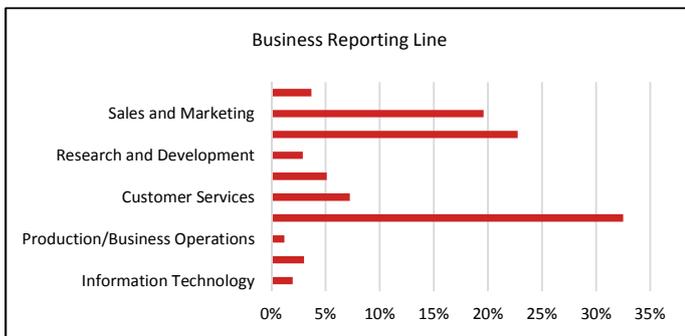
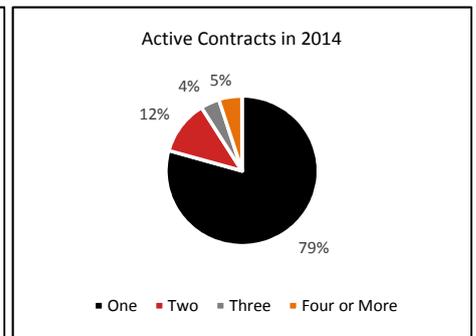
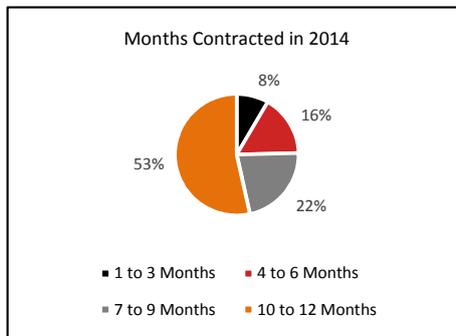
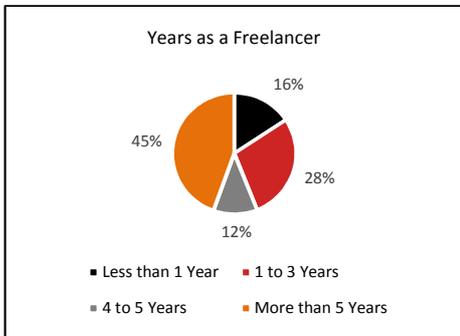
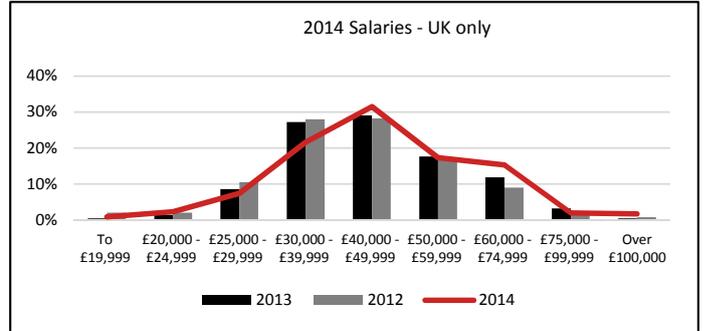
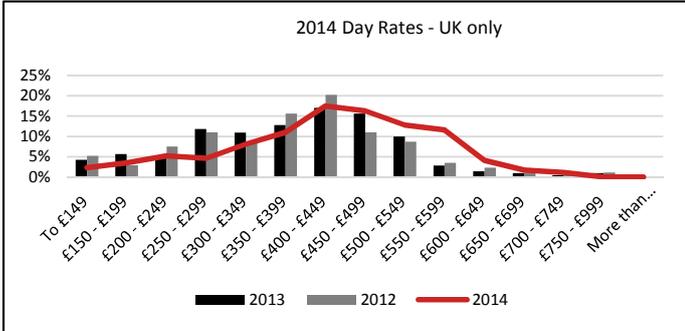
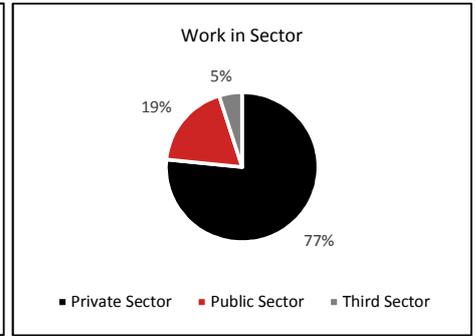
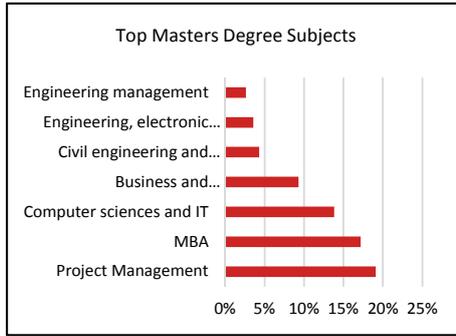
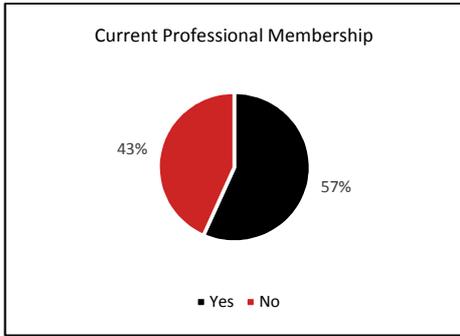




The following pages show some of the results from the global view of Project Managers who made up 44% of the working practitioners who responded to the PM Census.

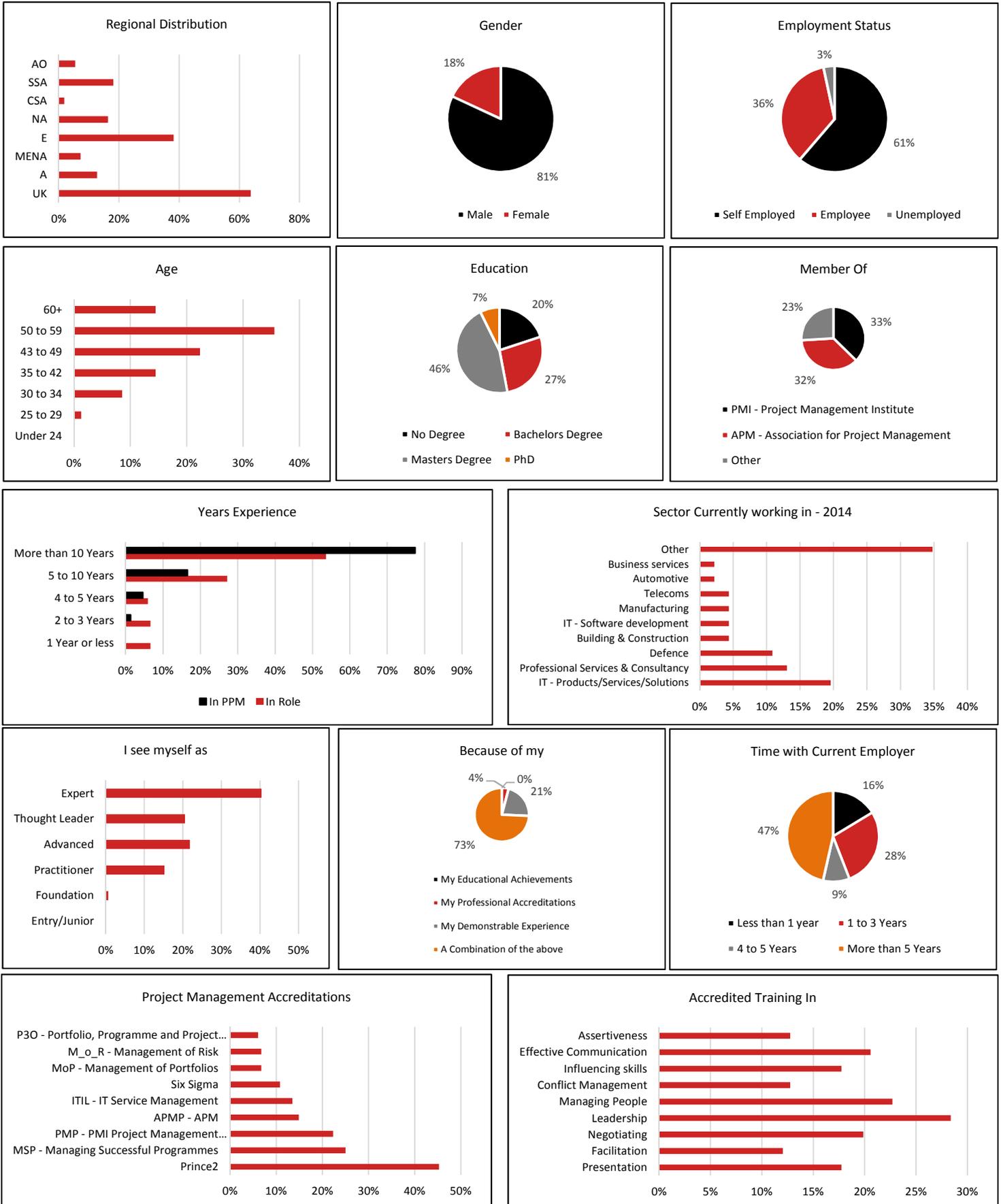
In the UK the average salary was £47,180 with an average day rate of £437. Practitioners paid in USD averaged \$93,200 whilst those paid in Euros averaged €44,400.

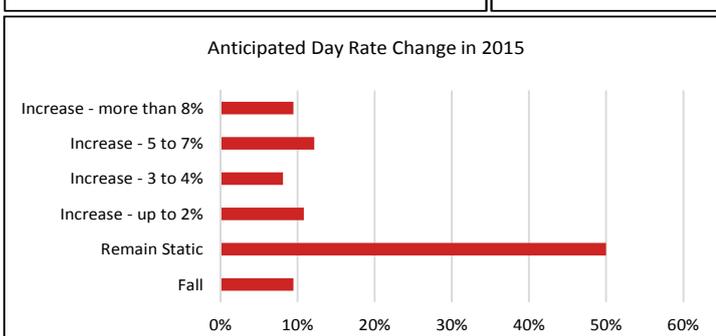
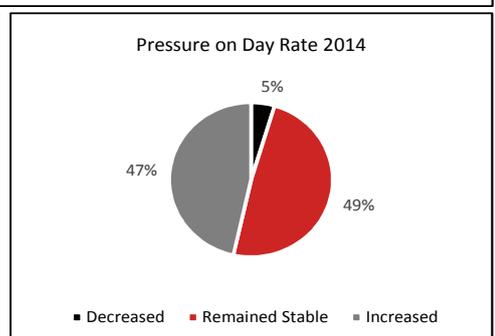
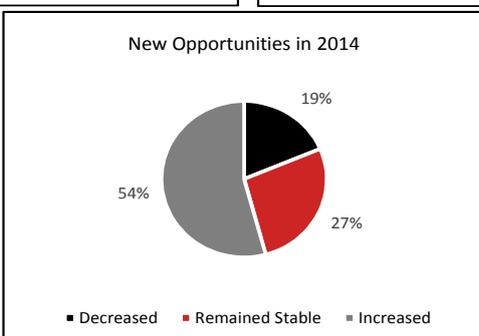
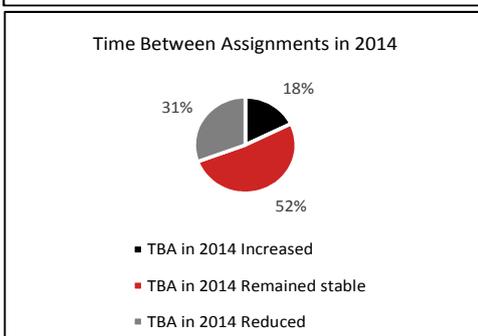
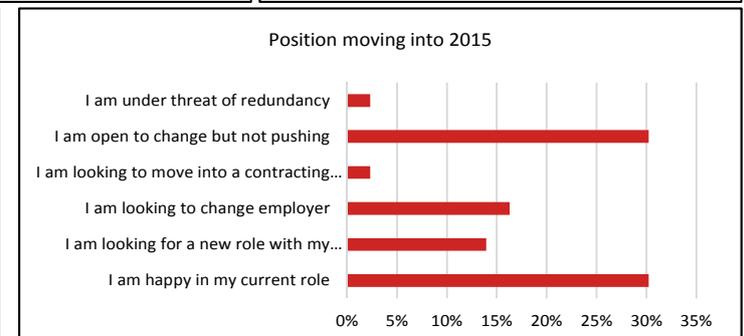
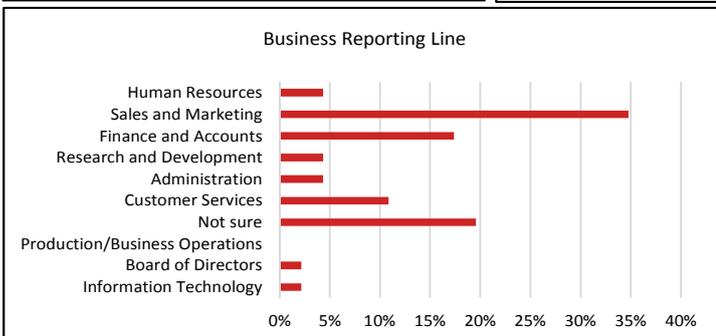
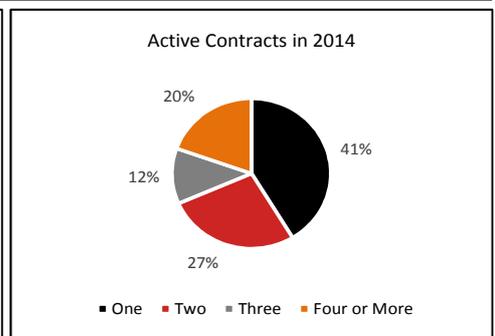
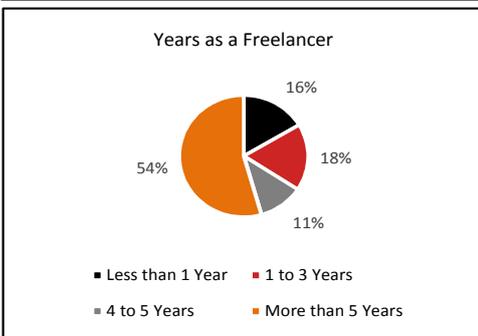
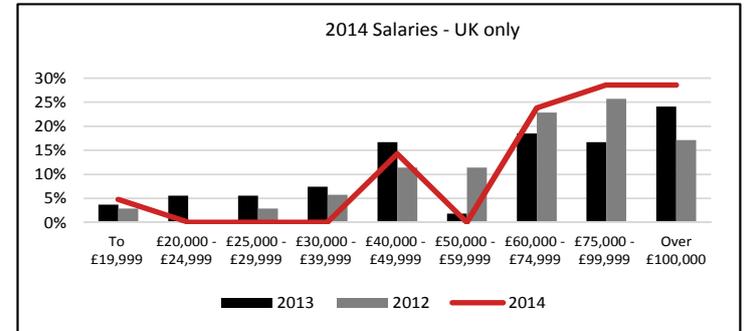
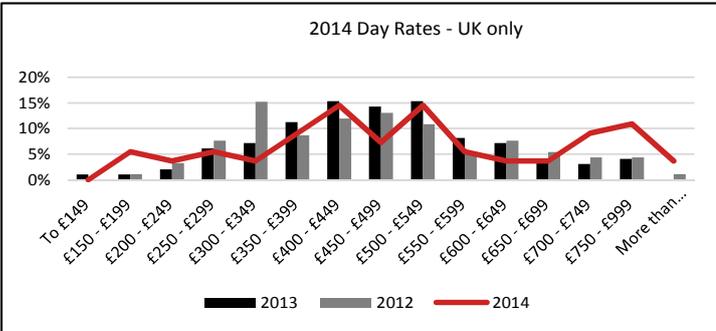
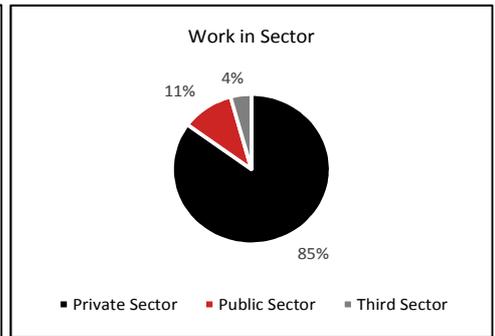
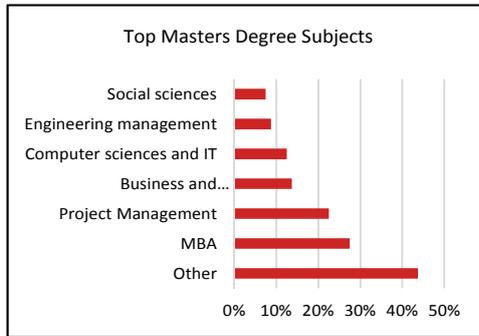
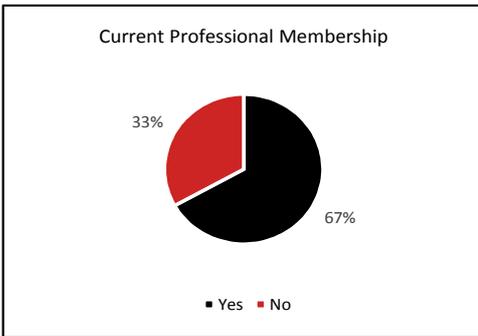




The following pages show some of the results from the global view of PPM Consultants who made up 8% of the working practitioners who responded to the PM Census.

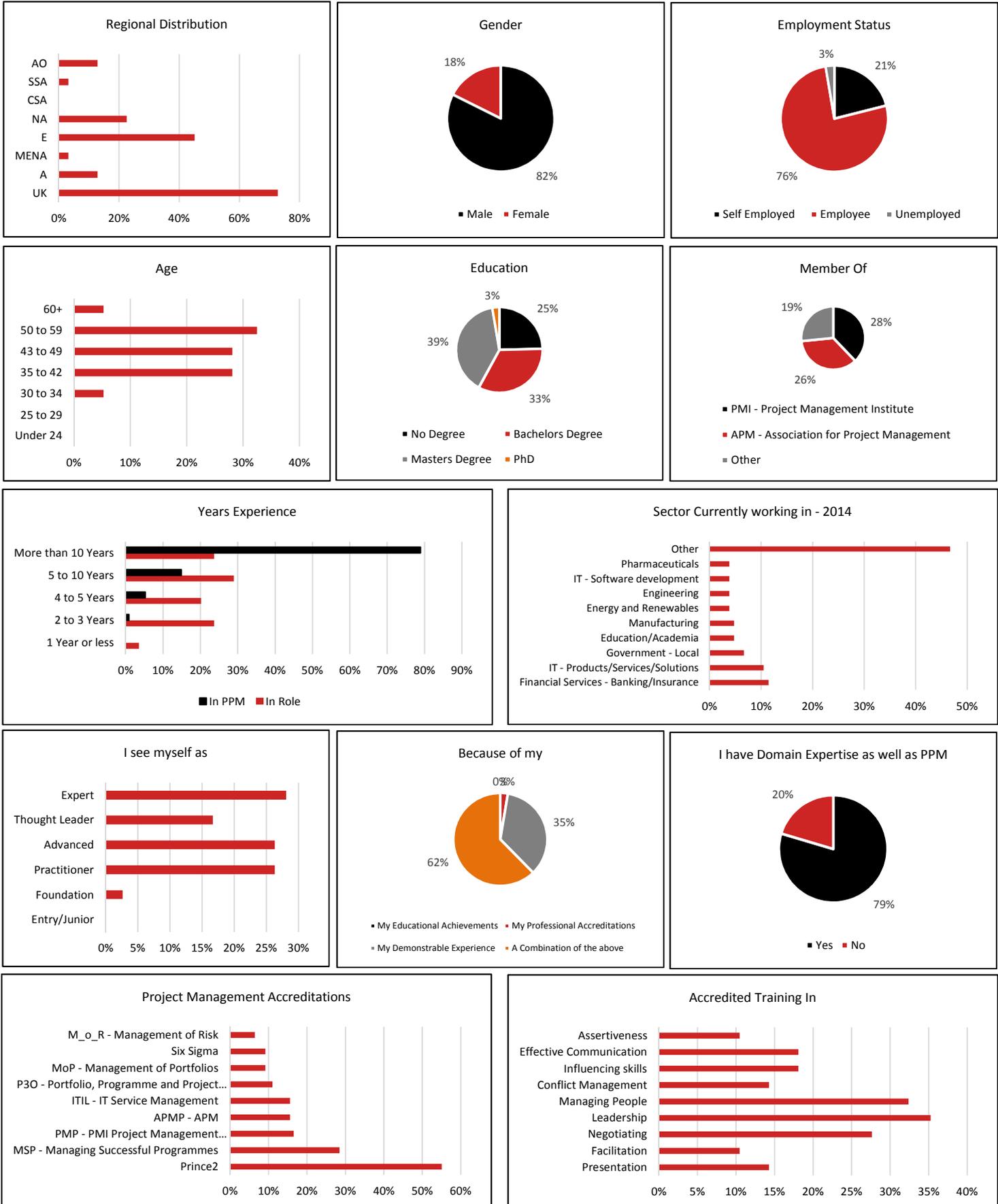
In the UK the average salary was £79,917 with an average day rate of £550. We did not have sufficient numbers willing to share their actual remuneration to calculate figures for Non-UK practitioners.

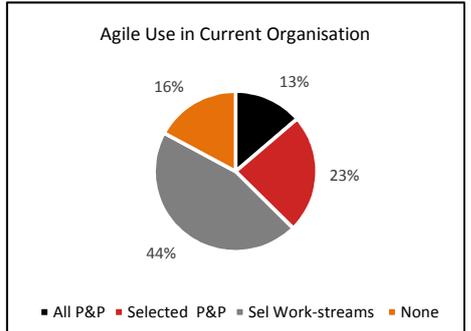
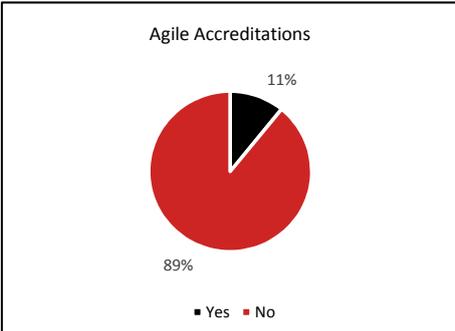
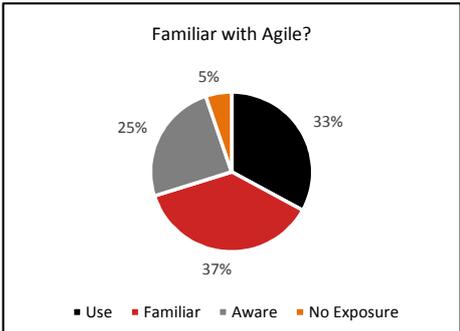
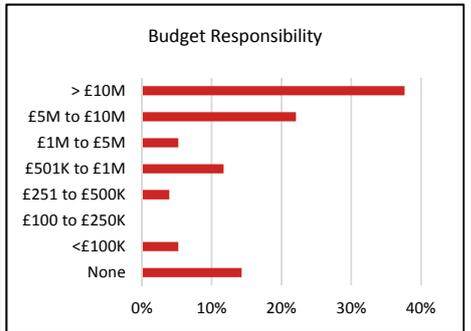
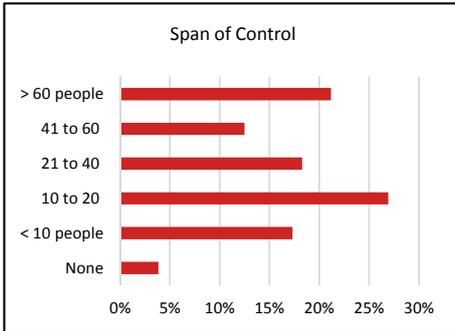
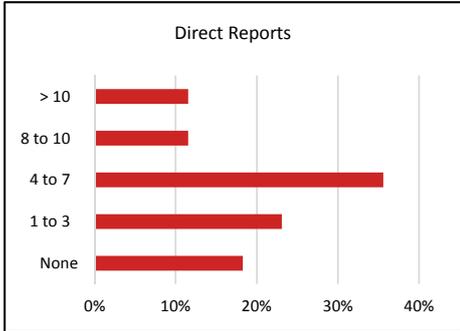
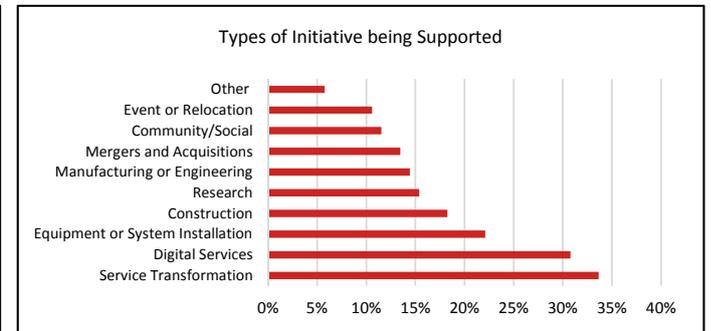
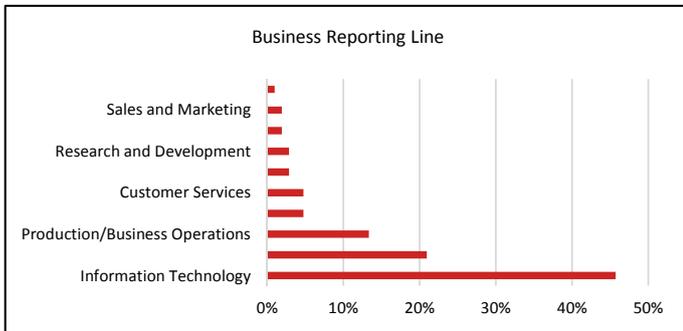
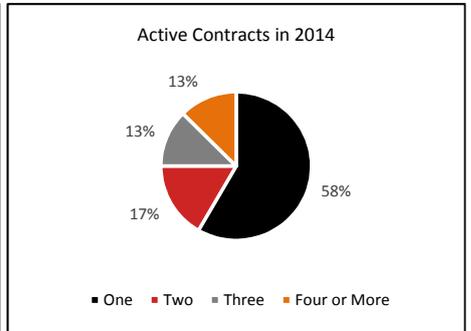
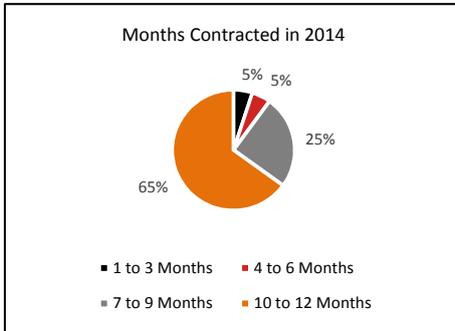
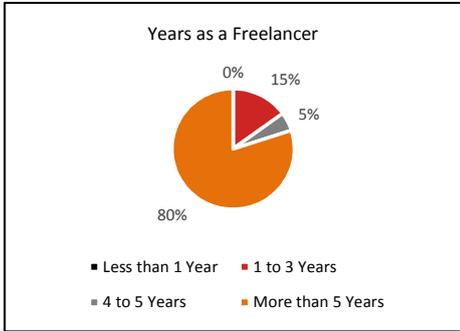
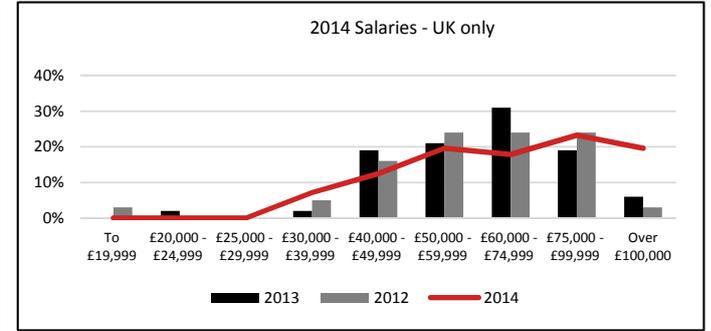
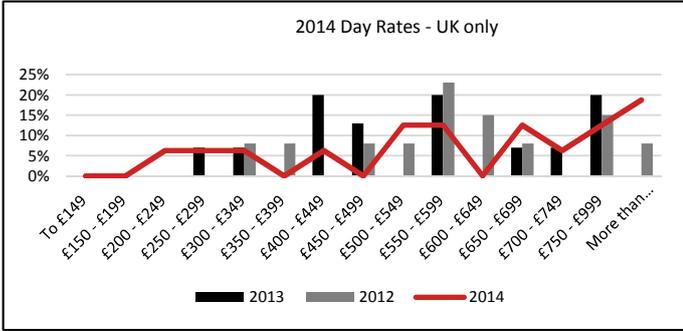
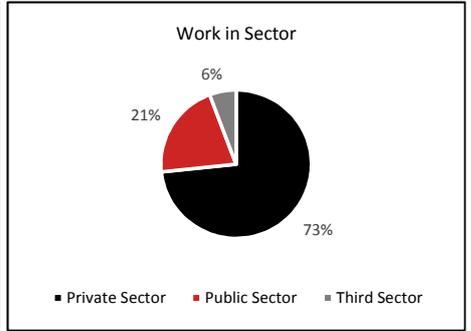
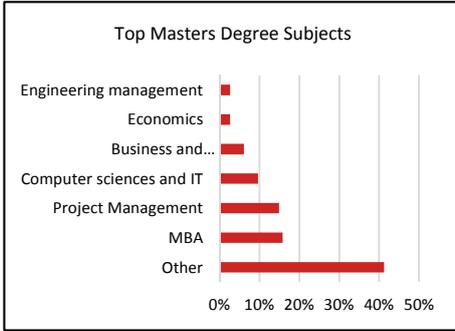
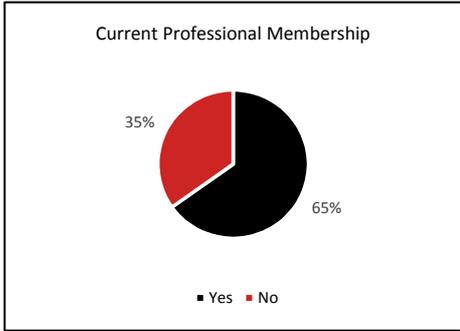




The following pages show some of the results from the global view of Portfolio Managers who made up 6% of the working practitioners who responded to the PM Census.

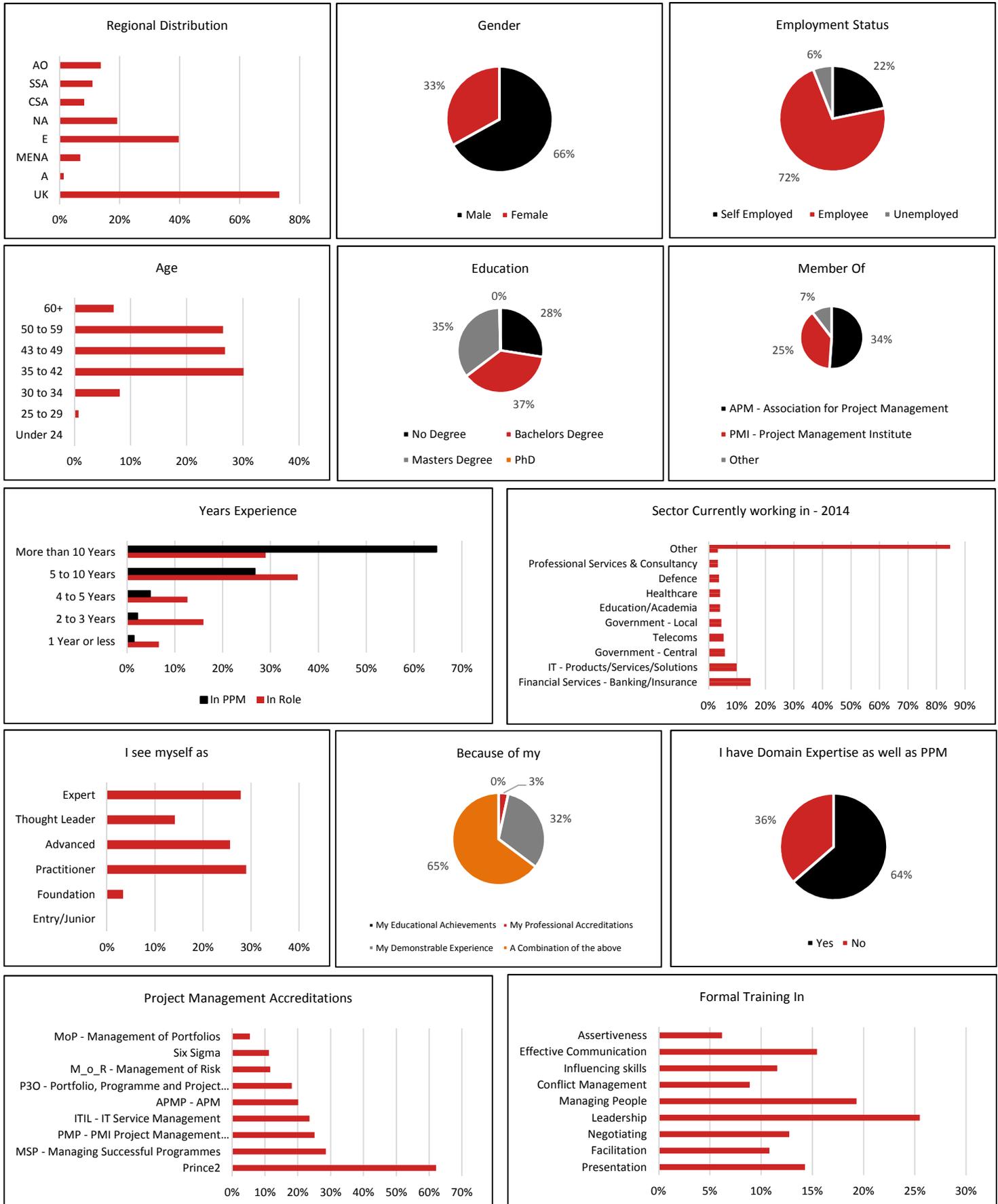
In the UK the average salary was £72,170 with an average day rate of £615. We did not have sufficient numbers willing to share their actual remuneration to calculate figures for Non-UK practitioners.

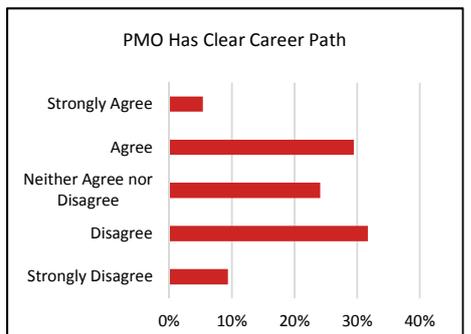
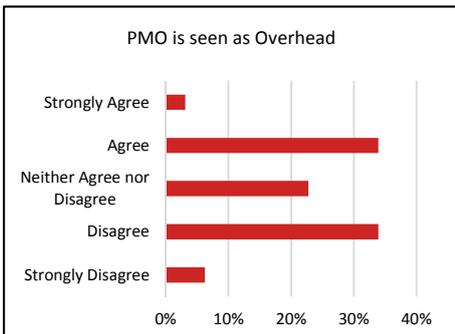
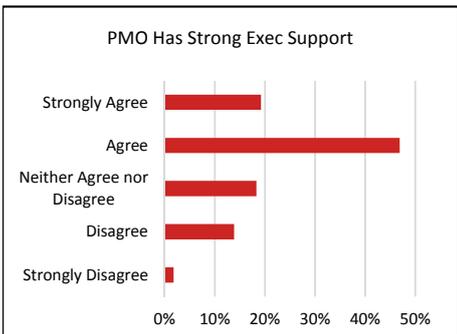
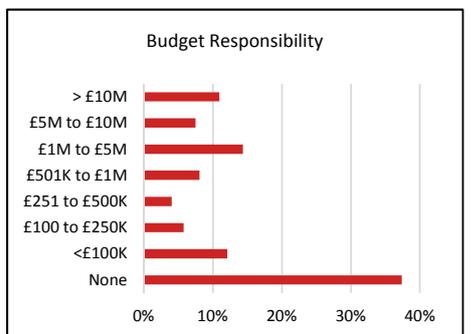
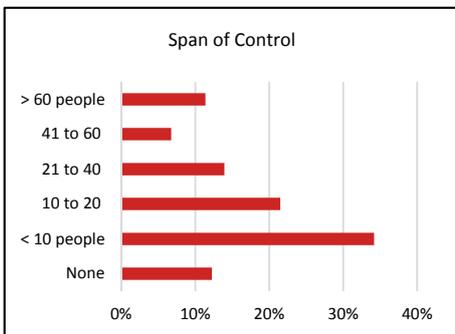
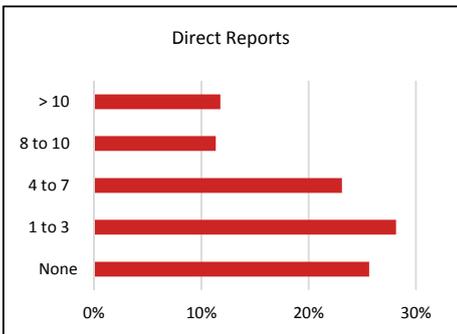
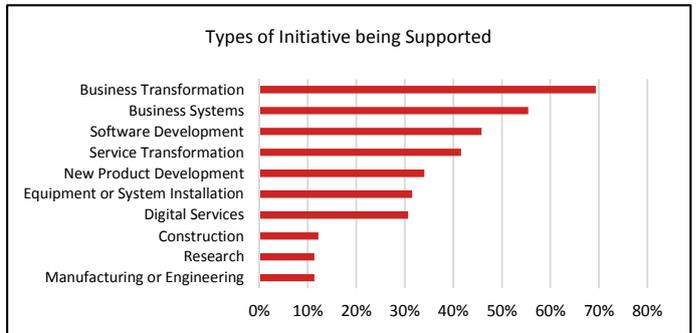
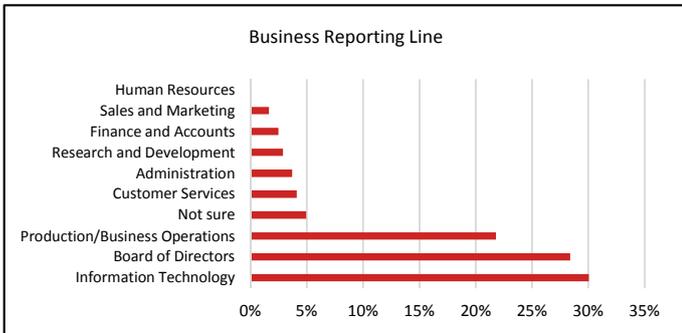
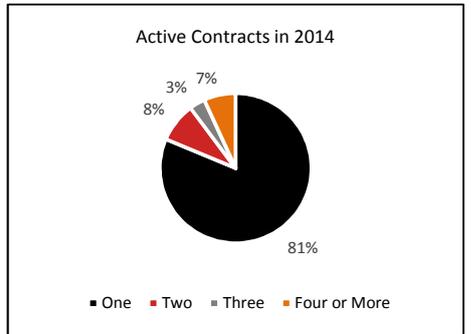
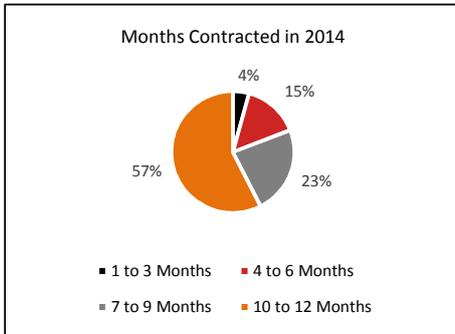
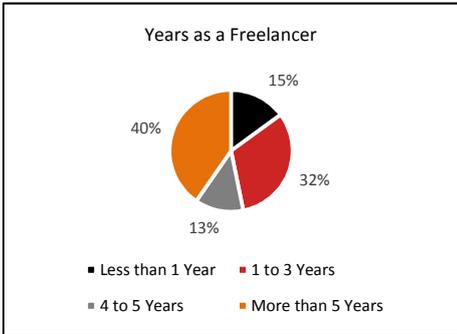
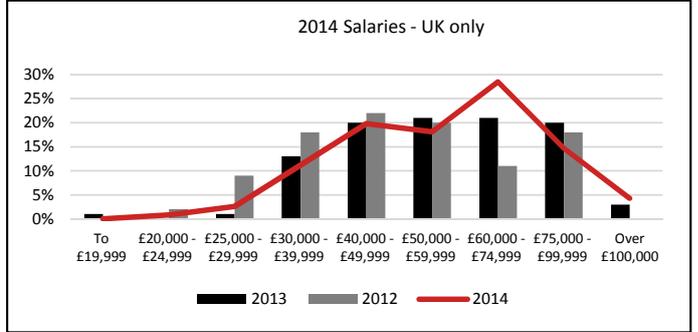
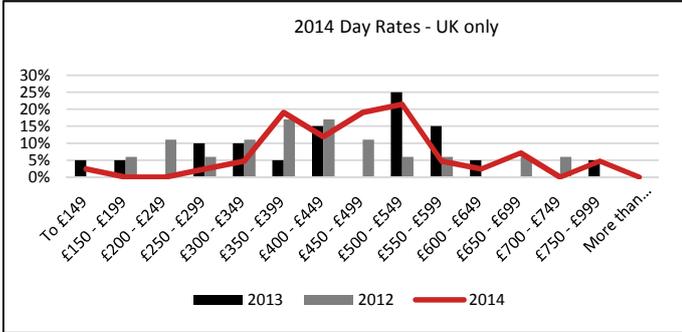
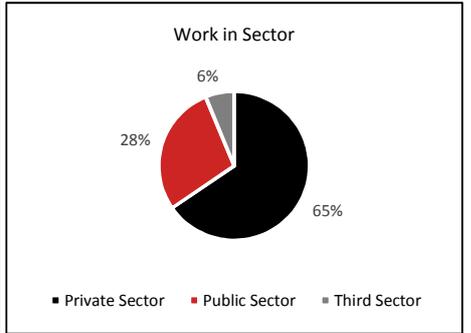
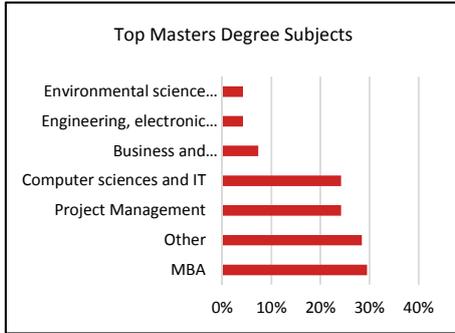
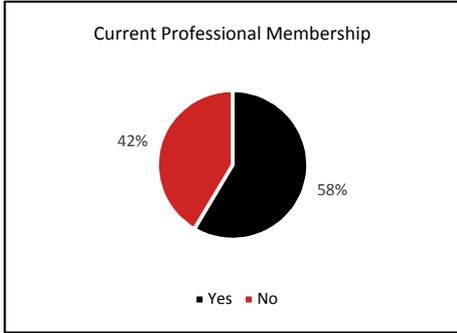




The following pages show some of the results from the global view of PPM Office Managers who made up 14% of the working practitioners who responded to the PM Census.

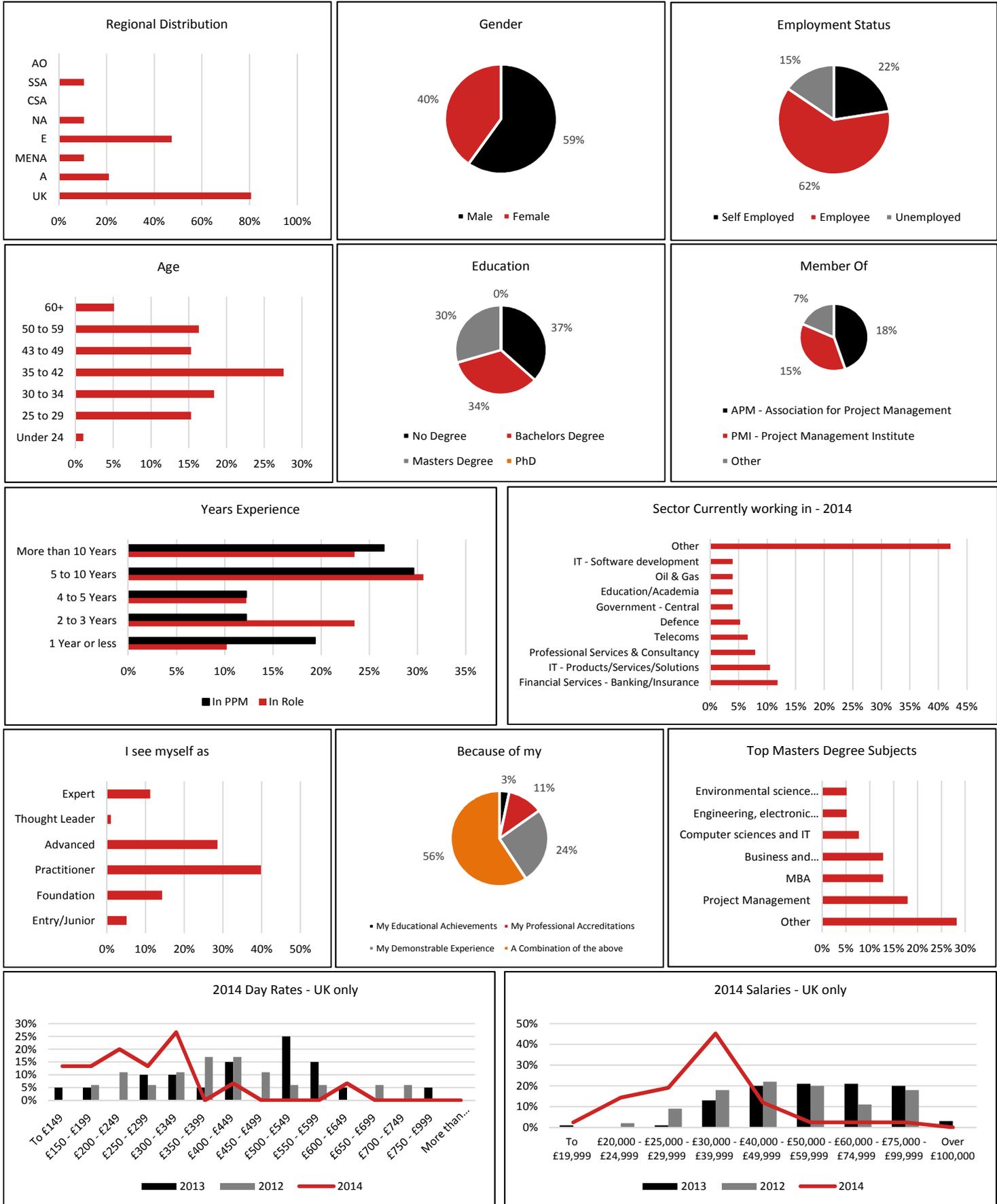
In the UK the average salary was £59,053 with an average day rate of £494. Practitioners paid in USD averaged \$111,500 whilst those paid in Euros averaged €65,600.





The following pages show some of the results from the global view of PPM Support who made up 5% of the working practitioners who responded to the PM Census.

In the UK the average salary was £31,260 with an average day rate of £198. We did not have sufficient numbers willing to share their actual remuneration to calculate figures for Non-UK practitioners.





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