

# Project Management Benchmark Report

Project Management Salaries	Rates	Work	Contracting	Recruitment		
Professionalism	Development	Rewards	Jobs	Education	Qualification	Value
Outlooks	Retention	Global	Organisation	Agile		
11th Year	[www.arraspeople.co.uk](http://www.arraspeople.co.uk)					

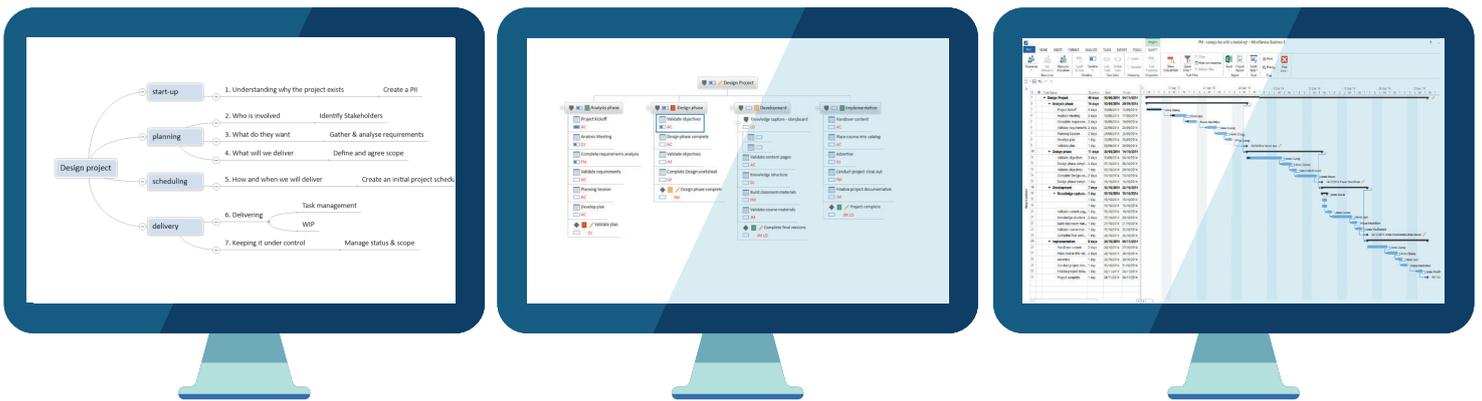
# 2016



Issued February 2016

*arras* PEOPLE

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**Welcome to the 2016 Arras People Project Management Benchmark Report (PMBR)**, the 11<sup>th</sup> annual report in this series from Arras People. Once again a big thank you goes out to all the project management practitioners and those aligned to the domain who took the time to complete our census survey, which provided the data for us to analyse. Respondents came from far and wide and as such we have been able to give a broader global touch to some areas of the report, whilst others retain a UK focus. Respondent numbers hit over 2,100 which we believe gives a solid base from which to draw conclusions and analysis against the data sets from previous years.

After 11 years of producing this research and seeing the changes that have happened in the domain, it is hard not to be drawn to the fact that project management is still an exciting and evolving practice. The fact that projects are still failing suggests that even with all the effort and time expended we are still searching for that magic bullet which will ensure we deliver. In some ways you would expect that project management as a profession would now be at the point where it was formalising the investments made in tools, methods and learning, but from this side of the table it feels that the opposite is happening, with fragmentation/disruption being the order of the day.

Not that that is a bad thing, in fact it makes it interesting; it is easy to argue that 'baby boomer' organisations such as the IPMA, APM, PMI; with their command and control methods such as Prince2 and the numerous software packages have failed to deliver an acceptable return on investment. So if they don't sit comfortably, why shouldn't 'Generation X & Y' look for a different way to deliver the goal which is more in touch with their expectations and outlook?

People are the most interesting disruptors, coupled with the plethora of technological advances which enable and facilitate a different world outlook. The world has shrunk, the number of voices grown and the platforms for sharing and developing ideas have become cheaper and more available. Speed and agility, reduced cost, time to market, disruption are all part of the everyday vocabulary. Couple this with a changing demographic in the workplace which has moved from baby boomer domination through GenX and Y to the Millennials and we have a whole new set of attitudes, expectations and approaches to the project management conundrum.

Ultimately, projects are initiated by people, executed by people and the deliverables have an impact on people; I would argue that generally they also fail because of people. So the challenge for all involved in the domain is to engage, educate and enable people in a much more effective way. It is easy to see the agile movement as project managements own 'Arab Spring', a kick back from people who do not want command and control that sat so easily with the baby boomers.

The "either or" and "ours is better than yours" arguments are pointless and divisive. Ultimately all voices should be welcome, and the diverse groups should continue to develop their views of 'best practice'; organisations and the people within should then deploy their 'own best practice' taking in the relevant inputs from the many voices.

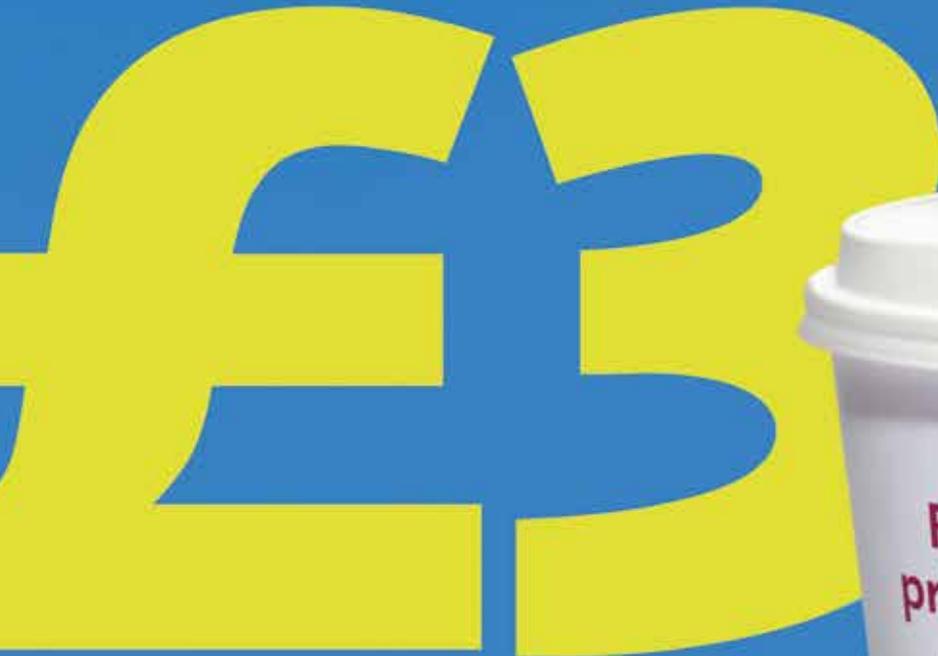
Enjoy the report and we look forward to your feedback.

If you have any questions, comments or feedback please do get back to us [pmb@arraspeople.co.uk](mailto:pmb@arraspeople.co.uk)

**John Thorpe, Managing Director  
Arras People, 2016**

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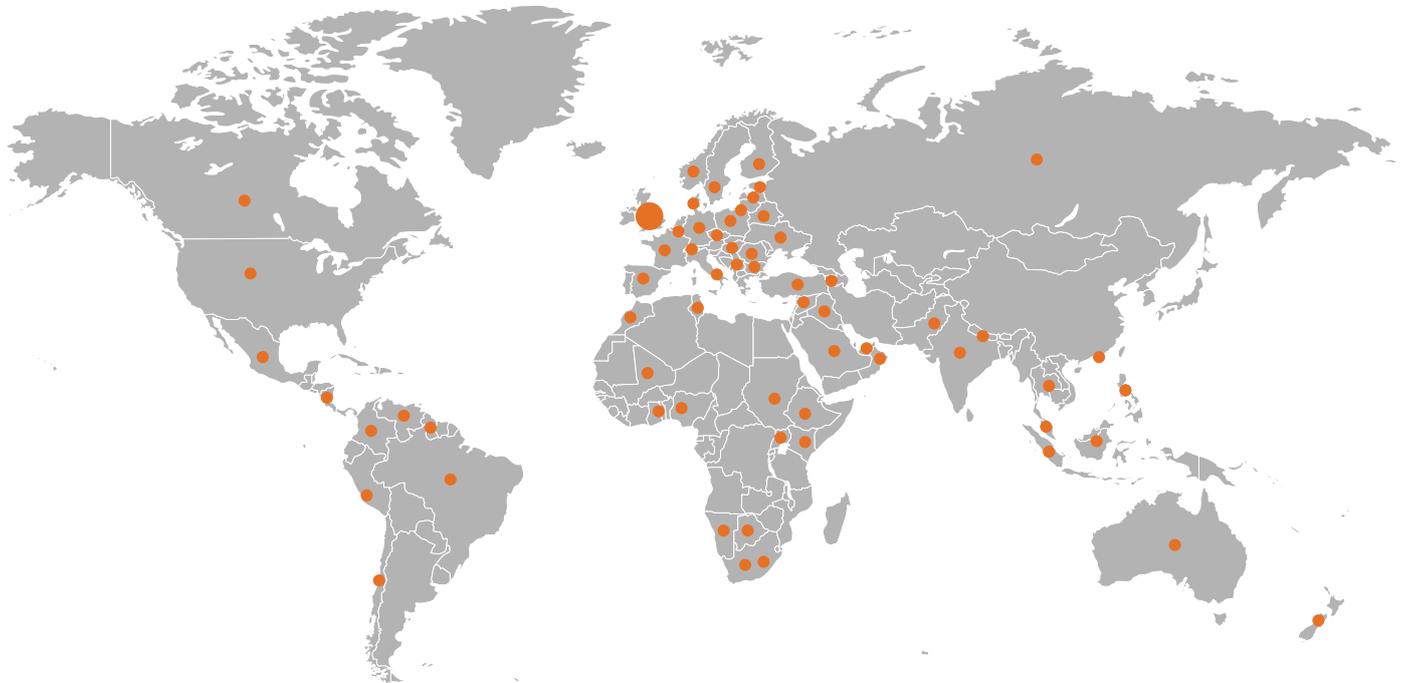
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The DSDM Consortium is the not-for-profit community behind the Framework.

## About the Survey

The data which is used in this report was gathered during December 2015 and January 2016 through an on-line survey which was marketed as the Arras People 2016 Project Management Census. The open survey was promoted through social media channels and also by direct invites to PPM practitioners who are signed up to the Arras People newsletter and those who have a current record in the Arras People candidate database.



As can be seen in the figure above, the survey attracted inputs from a global audience which totalled 2,032 with the majority identifying themselves as UK based PPM Practitioners.

### Relationship to Arras:

In terms of the respondents we again saw a breakdown which included known practitioners who have a record in the Arras People candidate database, those who do not and those who chose to remain anonymous. This mix gives us the confidence that we are not just surveying job seekers.

Respondent Relationship	2015	2014	2013
Current Candidate Database	35%	16%	28%
Non Candidate Database	50%	56%	58%
Anonymous	15%	28%	14%

### Respondent Status:

As is shown in the table to the right we segmented respondents to ensure that the analysis represents a true PPM Practitioner view rather than what you see in many surveys where all job functions are included regardless of function.

Current Status	2015	2014	2013
PPM Practitioner - UK Based	69%	68%	69%
PPM Practitioner - Non UK	16%	23%	14%
PPM Aligned	6%	3%	9%
Career change to PPM / Student	6%	5%	7%
PPM Recruiter /Manager	2%	1%	2%

This segmentation is used throughout the report to provide a true context of the data which is being presented for the PPM Practitioners whether they be UK based or in the wider global community. The PPM Aligned group is made up of people who are involved in general management, software and training who can offer an insight into the PPM domain. The final group being those currently studying PPM or looking to join the domain who also have some interesting insights.

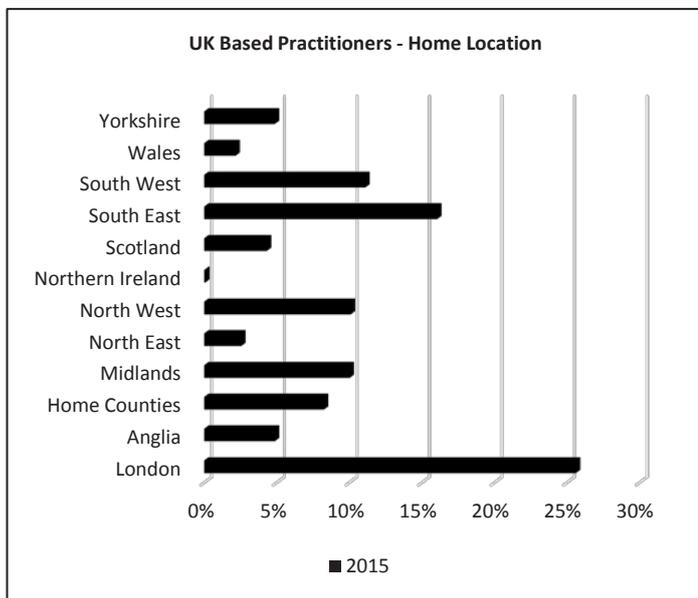
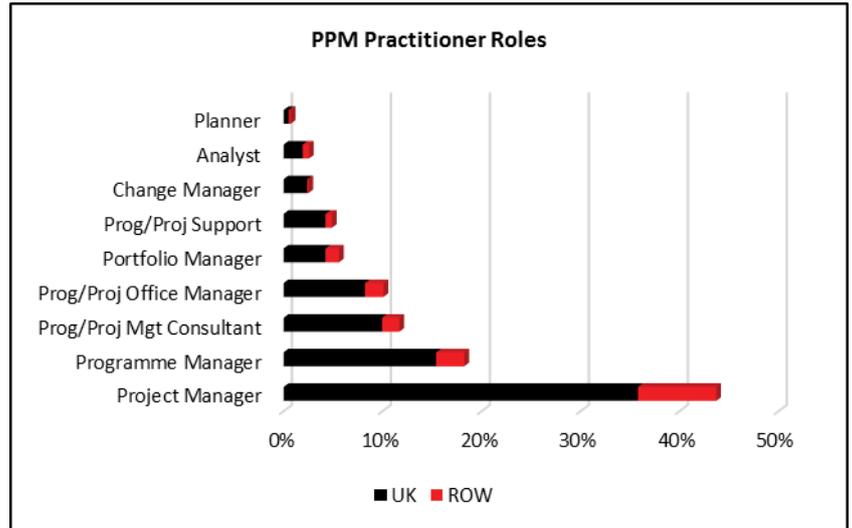
## PPM Practitioners

The practitioner group of respondents were split 82% to 18% in terms of UK based versus the rest of the world (ROW).

In terms of the UK respondents 88% were UK nationals, 8% EU nationals and 4% non-EU nationals.

As can be seen in the figure to the right, the Project Managers made up the largest group within the overall practitioner set for both the UK (43%) and the ROW (46%).

Ireland was the largest EU grouping with 23%.



### UK Practitioner Distribution:

Once again the distribution of practitioners was consistent with previous surveys with London, the South East and the Home Counties accounting for 50% of the respondents.

We asked those who indicated that they are employees if they also work in the same area as they live; 70% of the respondents said they do.

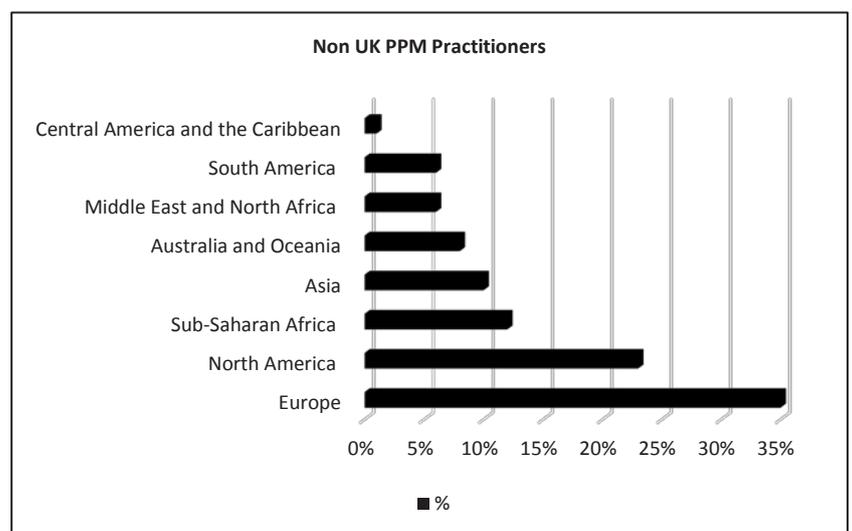
Of the 30% that do not, 18% said they have no fixed work location and a further 42% said they travel to their place of work in London.

### The Rest of the World:

International PPM practitioners who responded to the survey and shared their views and data come from across the globe as can be seen in the graph to the right.

The largest grouping came from across Europe and made up 35% of this data set, followed by North America with 23%.

It's great to have these practitioners contribute and allow us to give an international flavour to the report.



## Age and the PPM Practitioner

### Ticking time bomb?

Over recent years there have been many concerns expressed about aging populations and the impact that this will have on developed economies.

In the UK data we have collected over the last 11 years we have seen the age profile of respondents going up, something that appeared to accelerate post the economic crisis in 2008.

As we can see in the figure to the right the age profile of the UK respondents when compared to those in the rest of the world (ROW) also shows a higher number of practitioners over 42 years of age at 61% compared with 52%.

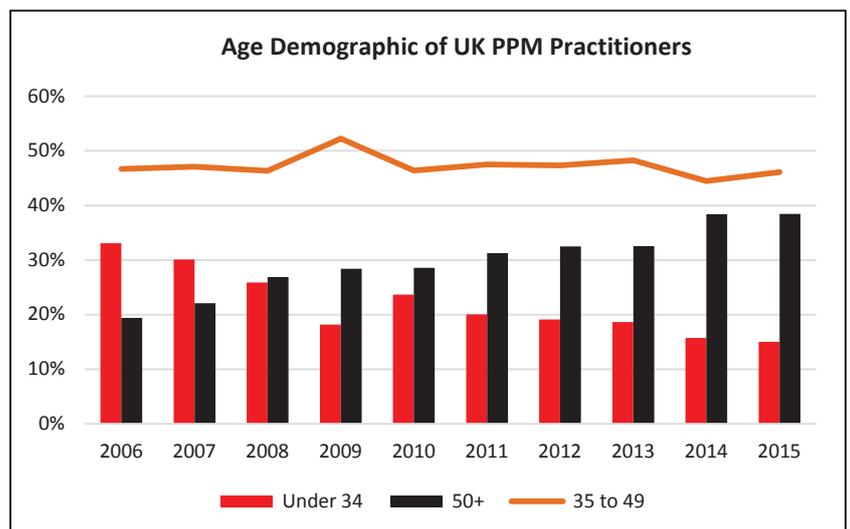
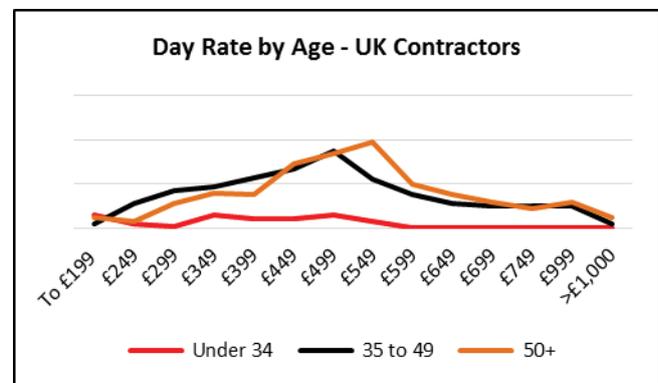
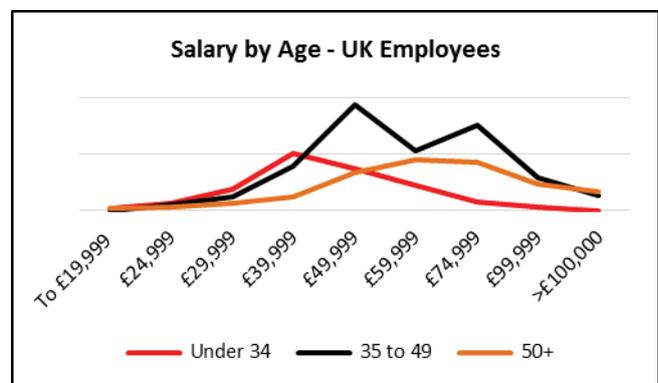
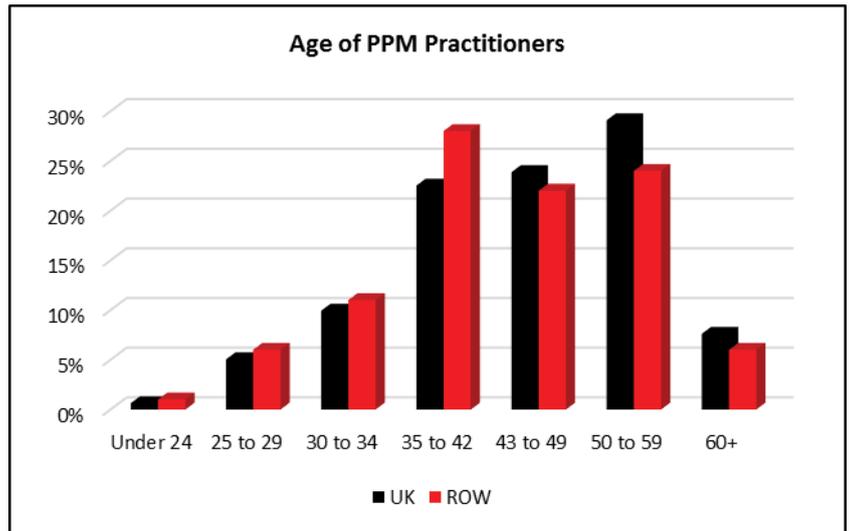
Whilst the bias towards an older age profile is not unexpected, as PPM roles are generally experience based and for many a second career. The data questions the push from professional bodies such as the APM which talks about project management as a career of first choice.

### UK Demographic:

Looking specifically at the UK demographic it would suggest that the 2008 financial crisis and subsequent recession has had a long term impact which may add to talent or availability issues in the coming years.

As the data shows, post 2008 we saw a spike in the 35-49 year old group which has subsequently shown a slow decline. At the same time we have seen a growth in the respondent numbers in the 50+ group and a major reduction in the under 34's. Thinking about age as a conveyor belt, it is as if UK Plc has neglected to invest in creating new practitioners whilst the older practitioners are falling off the other end.

Without re-stocking there may be more troubles ahead especially as the 50+ group take their pension pots and move into early retirement.



## Gender Views

### Are we making progress?

The question of gender and project management is something that is raised and discussed on a frequent basis as for many years it was seen as a "middle aged man in a suit" role.

Since the inception of the PMBR we have consistently seen a mix of around 70:30 in relation to Male:Female numbers of our UK based respondents. Interestingly the ROW ratio comes in at 80:20 which may show that the UK is making some moves in the right direction.

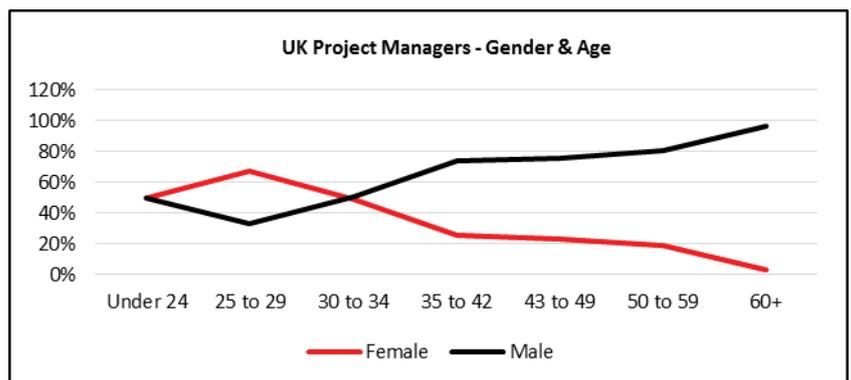
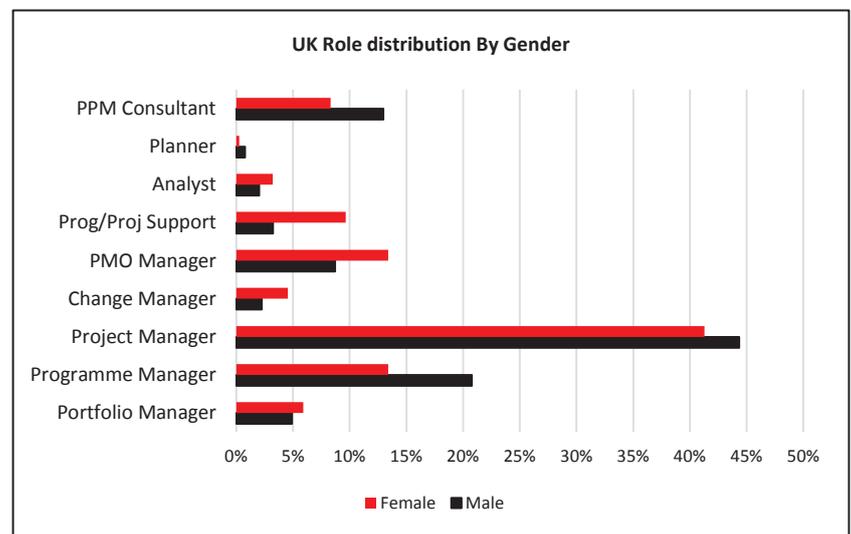
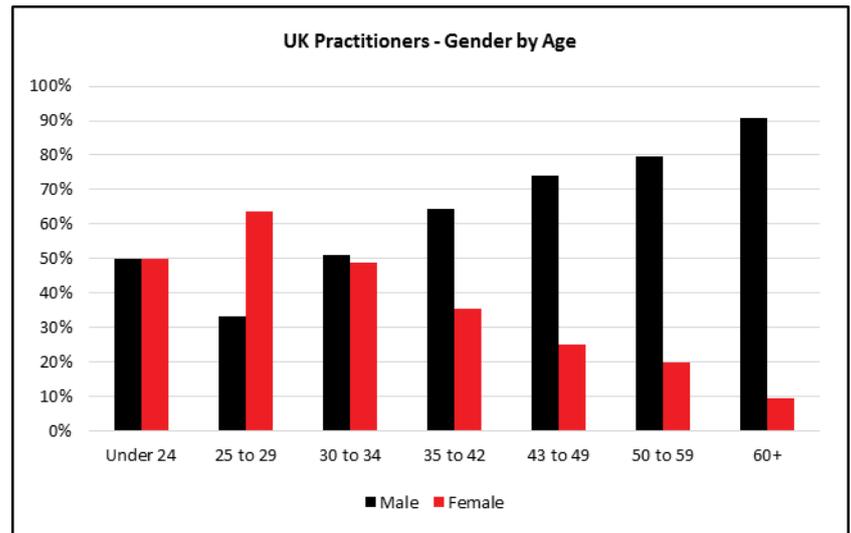
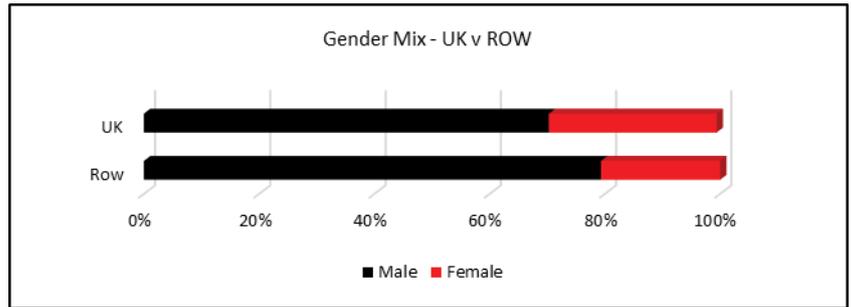
Looking across the whole UK practitioner respondent group by gender and age we may be able to see a story developing where the numbers of females in the domain are increasing.

In the 25 to 29 age group the female distribution swings significantly to 66:33 against their male peers, with 50:50 splits either side of this. Once we move into the 35+ age ranges then the male domination kicks in which would be expected as a historical fact.

When looking at the distribution by gender across the role groups we see what many would perceive to be traditional gender stereotyping against the roles such as PPM Support. However we also see in crucial roles such as Change Managers and PMO Manager a higher female representation. Perhaps crucially in the Project Manager family we see something approaching parity.

Taking this down to the next level of detail and just looking at respondents who identified themselves as Project Managers we again see this recurring pattern in the under 34 age groups.

It will take a few years to see if this pattern develops, but maybe we are moving away from the "middle aged man in a suit" view of the profession!



## Training & Professional Affiliation

### PPM Accreditations

Once again when we look across the PPM accreditations held by our respondents we see a familiar story at the top of the table with Prince2 MSP and ITIL holding on to the top three slots for UK based practitioners.

PMI, once again dominated amongst the ROW practitioners and held its market share in the UK. Practitioners operating without any formal accreditations also held firm at 16%. When cut by age it was surprising to see 29% for the under 34's which is higher than the 60+ at 23% ; historically the age group that have shunned formal accreditation as they trade on experience.

### Agile on the march?

It is interesting to note that the Agile accreditations are slowly gaining some traction with Scrum, the APMG offerings and DSDM all showing increases over previous years. The single digit returns and associated small increases however still do not support the level of noise generated around the much vaunted march of Agile and the retirement of waterfall based projects.

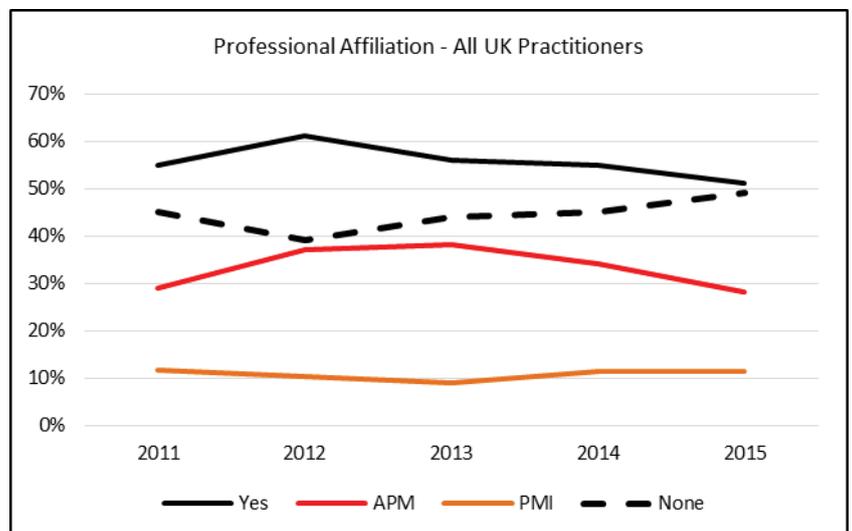
Do you have a recognised PPM Accreditation	UK	RoW	All
Yes	84%	72%	82%
No	16%	28%	18%

PPM Accreditation	UK	RoW	All
Prince2	67%	32%	61%
MSP - Managing Successful Programmes	24%	9%	21%
ITIL - IT Service Management	18%	21%	19%
APMP - APM	17%	4%	15%
None	16%	28%	18%
Six Sigma	10%	11%	10%
PMP - PMI Project Management Professional	9%	41%	15%
M_o_R - Management of Risk	6%	3%	6%
Scrum	6%	10%	7%
P3O - Portfolio, Programme and Project Offices	6%	4%	6%
APMG - Agile Project Management - Practitioner	4%	2%	4%
APMG - Agile Project Management - Foundation	4%	2%	4%
DSDM - Agile Project Management	3%	1%	3%
IC - APM Introductory Certificate	3%	0%	3%
MoP - Management of Portfolios	3%	5%	3%
RPP - APM Registered Project Professional	2%	0%	2%
Other	2%	6%	2%
CPM - APM Certificated Project Manager	1.7%	0.4%	1.4%
Risk Management - APM Certificate	1.6%	0.4%	1.4%
AXELOS - PRINCE2 Agile	1.2%	1.6%	1.3%
CAPM - PMI Certified Associate in Proj Mgt	1.2%	2.8%	1.4%
MoV - Management of Value	1.1%	0.0%	0.9%
PMI - ACP - Agile Certified Practitioner	0.9%	2.8%	1.2%
PfMP - PMI Portfolio Management Professional	0.4%	0.8%	0.5%
BCS Agile Foundation	0.4%	0.0%	0.3%
PgMP - PMI Program Management Professional	0.3%	0.8%	0.4%
RMP - PMI Risk Management Professional	0.1%	2.0%	0.4%

### Professional Affiliation

As we noted in last year's PMBR the professional bodies appear to be facing some challenges around membership levels. This year we saw another slight drop in overall membership rate approaching 50:50.

In terms of the UK and specifically Project Management affiliation, the PMI membership level showed a slight increase to 22% whilst the APM decreased to 56%. Both of these figures are the percentage of those respondents who indicated that they are a current member of a professional body.



## Hirers View of the Market

### View of 2015

We asked the respondents who identified that they are responsible for recruitment to tell us how successful they were in 2015 and how they saw the market.

As we can see in the table to the right, there was mixed news for both practitioners and organisations. The number of organisations where the PPM team increased saw a drop from 2014, back to 51% and we once again saw some organisations where the team size contracted. For those who were looking to recruit PPM practitioners, 69% reported that this was due to increased business demand, whilst 25% reported that it was to replace staff who had moved on.

For practitioners, this looks like a chink of good news in that it suggests that there is some churn (practitioner movement between employers) returning to the market; whilst at the same time we saw the number of organisations reporting that they failed to fill their open roles double to 43%. Both of these suggest that we could see wage inflation for those who are willing to move employers during 2016 as organisations look to fill these holes in their teams.

### Looking ahead to 2016

Our respondents gave a strong message about growth in 2016, with those anticipating their PPM headcount increasing, jumping by 32% to 50% from last year's forecast.

Interestingly, just 22% anticipate salaries on offer increasing at above the current level of inflation. For contractors there also appears to be some good news with hirers anticipating an increase in rates.

With double the number of organisations anticipating staff turnover to increase during 2016 at 36%, and an acknowledgement that it is getting harder to find the right talent we may be heading into a perfect storm where appropriate supply may not meet the available demand.

As we show later in the report, practitioners who were willing to move to a new organisation in 2015 saw the biggest increases in remuneration, a pattern that may well be repeated in 2016 as the talent wars kick in.

### 28% of hiring organisations have seen no talent shortages.

LOOKING BACK TO 2015			
PPM Team in last year	2015	2014	2013
Team size increased	51%	61%	53%
Team size remained stable	38%	39%	20%
Team size decreased	8%	0%	28%
Recruitment Campaign's were	2015	2014	2013
Successful	46%	67%	63%
Unsuccessful	43%	22%	25%
No Open posts	11%	11%	13%
We Recruited	2015	2014	2013
Permanent Employees	81%	88%	80%
Fixed Term Employees (PAYE)	35%	50%	34%
Contractors (Non payroll)	52%	56%	63%
Interims	3%	25%	17%
Temporary Workers	10%	13%	14%
Reason for Hiring	2015	2014	2013
To meet increased business demand	69%	81%	83%
To replace leaving staff	25%	6%	9%
Other	6%	13%	9%

### 42% of hiring organisations believe it is getting harder to find appropriate talent

LOOKING FORWARD TO 2016			
Current Outlook	2015	2014	2013
PPM headcount will increase	50%	18%	63%
PPM headcount will remain stable	44%	76%	28%
PPM headcount will be reduced	0%	6%	8%
Salary outlook	2015	2014	2013
Salaries will increase above inflation	22%	24%	8%
Salaries will increase in line with inflation	39%	29%	58%
Salaries will increase below inflation	11%	12%	10%
Salaries will remain unchanged	28%	24%	20%
Salaries will be reduced	0%	12%	5%
Contractor Rates	2015	2014	2013
Rates will increase	17%	0%	23%
Rates will remain unchanged	44%	59%	45%
Rates will be reduced	17%	18%	15%
I have no view at this time	11%	0%	13%
We do not use contractors	11%	24%	5%
Staff Turnover	2015	2014	2013
Turnover of staff will increase	36%	18%	25%
Turnover of staff will remain unchanged	56%	76%	48%
Turnover of staff will reduce	0%	0%	10%

### 22% of organisations have had to change their approach to recruitment in order to secure the talent they require.

## Ready to be recruited

### Shortage or Shortfall?

To understand the hirers view we asked respondents who are involved in the recruitment process a number of questions about how they view candidates and their CV.

Once again, the respondents confirmed that when looking to recruit practitioners there is a hierarchy of elements against which they place importance. Four of these elements can easily be shown in a practitioner's CV if the time and effort is made in its preparation. The second most important element, 'Personality/Style' is much harder to convey, but it is so easy to create a wrong impression by presenting a poor CV.

As the CV is still the primary tool used in the recruitment process, the comparison between practitioner and non-practitioner is very useful to show how the information conveyed is used and the differing levels of importance. As many recruitment processes rely on non-practitioners to screen and vet applicants before they reach the responsible hirer, these different views may go some way to explaining why many practitioners fall at the first fence.

It is interesting to note the different views at the sifting stage regarding soft skills training and evidence of CPD.

### Stand out in the crowd!

With just over a third of CV's raising the spirits of those who have to review them and a select 4% making them feel good; this is a real wake up call for any practitioner looking to be effective in their job search during 2016. As project practitioners the communication appears poor and based on these results the stakeholders are not very happy!

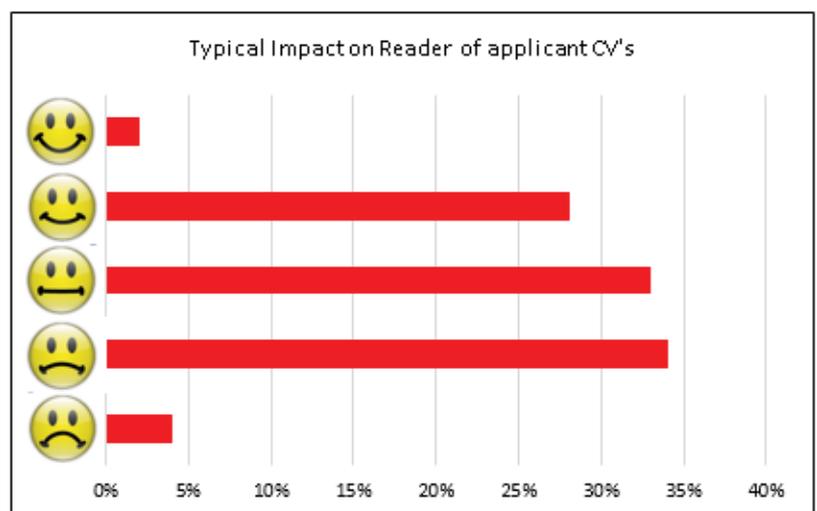
The perceived skills shortage in PPM may be exaggerated! The skills deficit may well be in how practitioners present themselves to the market and the process/people organisations use to filter their applicants?

Ranked importance in the recruitment process	
1	Experience
2	Personality/Style
3	Domain/Sector
4	Accreditation
5	Education

CV Allow to Judge	Non-Practitioner		Practitioners	
	No	Yes	No	Yes
PPM Experience	33%	67%	31%	69%
Personality/Personal Style	94%	6%	90%	10%
Domain/Sector K&E	6%	94%	19%	81%
Professional Accreditation	0%	100%	3%	97%
Educational Achievement	8%	92%	8%	92%

Candidate sifting	Non-Practitioner		Practitioners	
	Agree	Diagree	Agree	Diagree
Reject if do not show our sector/domain	31%	69%	31%	69%
Deep sector/domain knowledge required	33%	67%	24%	76%
Cultural fit is most important consideration	89%	11%	71%	29%
Can easily learn sector/domain knowledge	58%	42%	73%	27%
PPM skills are transferable across sector	92%	8%	92%	8%

IMPORTANT when sifting	Non-Practitioner		Practitioners	
	Yes	No	Yes	No
Has LinkedIn Profile	36%	64%	32%	68%
Evidence of CPD	61%	39%	74%	26%
Evidence of Soft Skills Training	39%	61%	62%	38%
Well presented CV	94%	6%	89%	11%



## Career Development

We asked our respondents, both employees and contractors some questions to better understand what is happening around career development as many practitioners have highlighted this as a significant challenge since the financial crisis.

The employee responses are shown in the table to the right and it is reassuring to see that 96% of respondents feel that their career development has something to do with them. When looked at by organisation size the numbers confirming that they are responsible for their development plan (Me) increases significantly amongst those working for smaller employers <50 to 71%.

The number of respondents who say they have no agreed development plan is 23% which again is impacted by organisation size as we see this figure drop to 15% for UK respondents working in organisations >1,000 employees.

When we look at the contractors responses we see the anticipated time/money conflict which is commonly stated as a challenge. Contractors have the added challenge that time to study potentially has an impact on billable hours, thus increasing the real cost significantly. If this is to be done outside of billable hours i.e, evenings or weekends then motivation can also come into play.

Amongst the under 34's money and motivation are significantly higher at +16%, whilst for the older age groups time is highlighted as the primary challenge.

For female respondents money is also highlighted as a particular issue at 21% compared to 14% for their male peers.

Interestingly books, journals and magazines were identified by employees and contractors alike as the top channels for ongoing development, this being the same when analysed by both age and gender.

EMPLOYEES			
Who owns your career development plan?	ALL	UK	ROW
Me	63%	65%	53%
A combination	33%	31%	41%
My organization	4%	4%	6%
How is your development plan agreed?	ALL	UK	ROW
During annual review/appraisal	50%	52%	41%
I have no agreed development plan	23%	20%	33%
Proactively - based on my suggestions	21%	22%	17%
Reactively - based upon 'current' requirements	7%	6%	9%
Do you have an agreed annual budget?	ALL	UK	ROW
No - Case is made as requirement identified	68%	70%	62%
No - Development is seen as my responsibility	16%	14%	24%
Yes - Agreed budget I can spend	8%	9%	8%
Yes - Agreed number of days per annum	7%	7%	6%
What is your current focus for development?	ALL	UK	ROW
Strategy/Business Management	63%	63%	65%
PPM Knowledge	50%	50%	47%
Soft Skills	37%	36%	41%
Industry/Sector Knowledge	36%	35%	38%
Technical Knowledge	31%	30%	32%
What channels do you use for your development?	ALL	UK	ROW
Books, Journals & Magazines	71%	69%	82%
Online - Webinar, Podcast etc..	66%	65%	70%
In Person - Conferences, Seminars, etc..	62%	62%	64%
Formal - Classroom training (external)	58%	59%	55%
Formal - Online training	50%	48%	56%
Informal - Online training eg. Lynda, YouTube	48%	47%	50%
Formal - Classroom training (internal)	40%	42%	35%

### "I don't have the time"

CONTRACTORS			
How do you plan your career development?	ALL	UK	ROW
Proactively - I plan against my long term goals	59%	52%	93%
Reactively - based on 'current' market requirements	25%	29%	4%
I have no development plan	17%	19%	4%
What is your current focus for development?	ALL	UK	ROW
Strategy/Business Management	52%	53%	50%
PPM Knowledge	51%	46%	69%
Soft Skills	40%	40%	42%
Industry/Sector Knowledge	33%	34%	31%
Technical Knowledge	29%	34%	12%
Do you set an annual budget for development?	ALL	UK	ROW
No - I invest when time and opportunity allow	43%	45%	35%
No - I identify what, but do not set plans	30%	31%	27%
Yes - I identify, plan and set my development budget	27%	25%	38%
Which is the biggest development challenge?	ALL	UK	ROW
Time	71%	71%	69%
Money	16%	14%	27%
Motivation	13%	15%	4%
What channels do you use for your development?	ALL	UK	ROW
Books, Journals & Magazines	76%	76%	77%
Online - Webinar, Podcast etc..	64%	63%	69%
In Person - Conferences, Seminars, etc..	55%	59%	38%
Formal - Online training	51%	53%	46%
Formal - Classroom training	51%	53%	46%
Informal - Online training eg. Lynda, YouTube	50%	55%	27%

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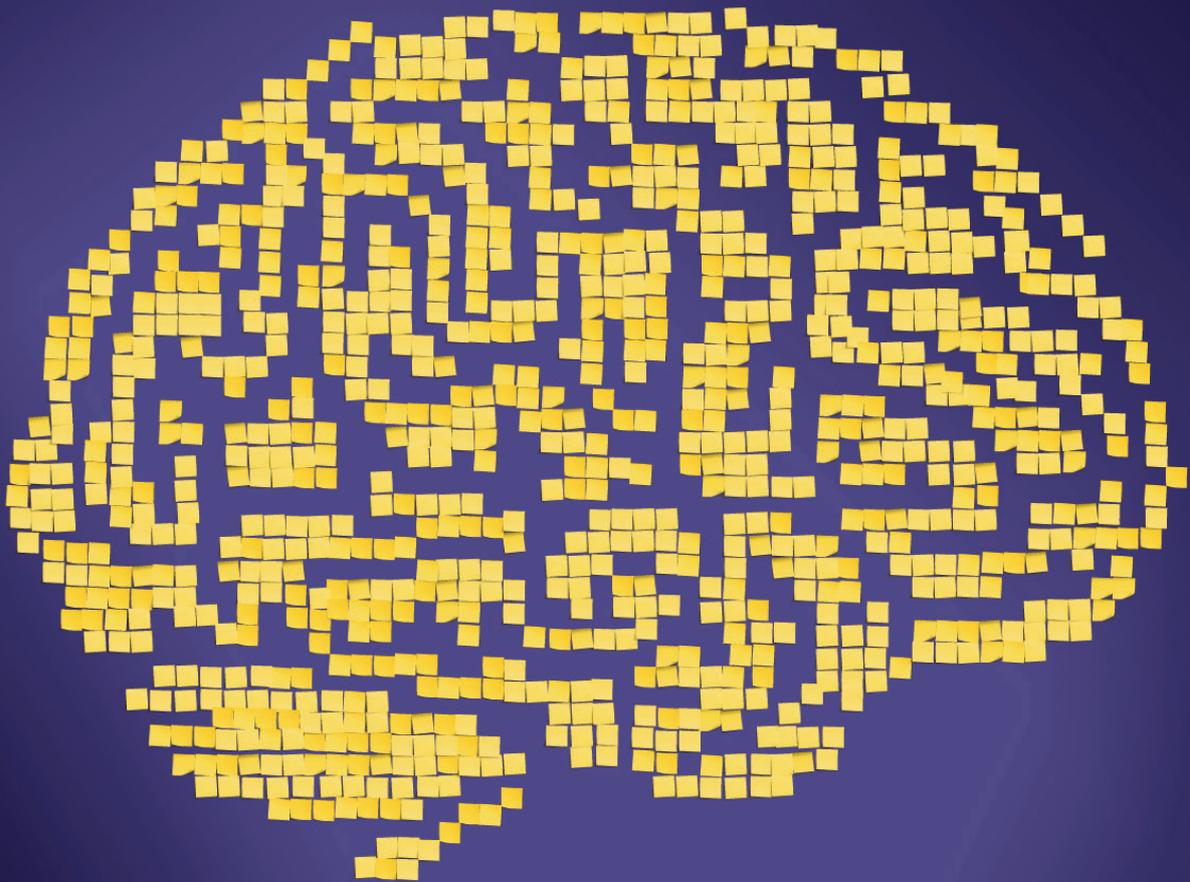
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## Agile – Just Another Fad

Ok, so that got your attention! In fact just 4% of our respondent agreed with the statement that "Agile is just another fad" which is great news. On the other hand 84% agreed that "the demise of waterfall is greatly exaggerated" so within the domain there still seems to be much confusion about Agile or is that agile or possibly agility?

Whatever it is, and agile would appear to be many things to many people, the respondents familiarity with it has certainly increased over the past 12 months.

In terms of usage, the growth is not as high when compared to last year's responses but again we see some increase. In terms of those who say all programmes/projects use agile methods we see a 3% increase overall from last year and 4% in the UK taking it to 8%. For those applying agile to selected programmes/projects we also see an increase to 37%.

### Wagile

Looking at how agile methods are being introduced into organisations the largest response at 31% indicated that it is being used without any philosophical shift; whilst 26% indicated that senior management have supported a philosophical shift to move away from traditional waterfall methods. There are also a significant number of organisations, 19% where agile is being used within a broader waterfall wrapper. This may well be connected to the fact that 73% of our respondents believe that agile is not a silver bullet, but actually the approach still has many of the constraints seen in traditional methods of programme and project delivery.

So agile is gaining increased awareness and usage in the PPM domain. 93% of our respondents still think PPM practitioners have a role to play. It's still evolving, so makes for a really interesting space to watch over the coming years.

**"Agile is a fantastic way to deliver a project if you know how to do it"**

What is the first thing that comes into your mind when Agile is mentioned?	ALL	UK	ROW
Agility has always been used by good PPM practitioners	29%	30%	26%
Agile is a fantastic way to deliver any project	17%	15%	24%
Agile is software delivery approach, not a project management methodology	33%	34%	33%
Agile, just another fad	4%	5%	3%
Other (please specify)	16%	17%	14%
How familiar are you personally with "Agile methods"?	ALL	UK	ROW
I use Agile concepts and methods in my day to day role	49%	48%	52%
I am familiar with Agile concepts and methods but do not currently use them	36%	36%	40%
I am aware of Agile concepts and methods but do not currently use them	11%	13%	7%
I have no exposure to Agile concepts and methods	3%	4%	2%
Which statement best describes how your current organisation uses "Agile" methods:	ALL	UK	ROW
All Programmes/Projects use Agile methods	8%	6%	12%
Selected Programmes/Projects use Agile methods	37%	39%	32%
Selected work-streams within Programmes/Projects use Agile methods	37%	36%	39%
Agile methods are not used	17%	17%	18%
I don't know	1%	2%	0%
Which statement best describes how Agile methods and concepts are being introduced	ALL	UK	ROW
Senior management have supported the philosophical shift required to move away from Waterfall methods	26%	28%	21%
Agile is being used in Programmes/Projects without the organisation making the necessary philosophical shift	31%	32%	30%
Agile is being used by individuals, it is not a strategic decision supported by Senior Management	18%	18%	21%
Other	5%	6%	2%
Agile is being used within a broader Waterfall wrapper	19%	17%	26%
The demise of waterfall is greatly exaggerated	ALL	UK	ROW
Agree	84%	84%	82%
Disagree	16%	16%	18%
Agile can play a role within well structured projects	ALL	UK	ROW
Agree	97%	97%	95%
Disagree	3%	3%	5%
Agile is better suited to product development	ALL	UK	ROW
Agree	61%	61%	58%
Disagree	39%	39%	42%
PPM practitioners are not required in Agile environments	ALL	UK	ROW
Agree	7%	6%	9%
Disagree	93%	94%	91%
Agile approaches still have the constraints seen in traditional methods	ALL	UK	ROW
Agree	73%	74%	70%
Disagree	27%	26%	30%

**"Generally Agile is used as a metaphor for Clients wanting a fast pace."**

## What is a Typical Project Manager?

This is one of the great questions that we are continually asked by many clients or people looking to break into the field. Unfortunately, the data on this page shows it is impossible to say as there are so many variables.

For a start, how many job titles have as broad a span of remuneration as we see for Project Managers? The £16k to £107k range shared by our UK respondents is pretty substantial.

The table to the right shows a snapshot of the answers to a series of questions about our Project Manager respondents.

Freelancers at 28% are more likely to be responsible for a single project compared to just 16% of employees; 36% of employees said they are responsible for 5 or more.

59% of our Project Managers said they have no direct report, 62% for UK respondents, whilst 10% have no span of control either. 44% reported that their span of control was less than 10 people.

Business Transformation and Business Systems are the main types of projects in the UK with 46% and 39% respectively, whilst in the ROW respondents identified Software Development as their biggest line of work.

Strategically (67%) and operationally (53%) important to their organisations, with a good mix of complexity (44%) to add to the challenge.

Timeliness hits the top mark in terms of how our Project Managers are measured both in the UK and the ROW.

'Customer Satisfaction' ranks relatively lowly in the UK at 35% compared to 43% in the ROW which was a surprise, given the many words spoken and written about customer centricity and its importance when delivering projects.

How many projects are you currently responsible for?	All	UK	ROW
1 Project	20%	20%	20%
Are you responsible for any other deliverables?	All	UK	ROW
Yes	41%	37%	58%
Do you have any direct reports?	All	UK	ROW
None	59%	62%	49%
What is your overall span of control?	All	UK	ROW
Less than 10 people	44%	42%	50%
What size of budget are you responsible for?	All	UK	ROW
£1M to £5M	25%	25%	
Do you have P&L (Profit and Loss) responsibility?	All	UK	ROW
No	61%	63%	56%
Are your programmes/project(s) delivering "product" for internal or external customers	All	UK	ROW
Mixed - internal and external clients	50%	47%	61%

### Common 'other roles' for Project Managers

Business/System Analysis  
 Process evaluation / design  
 Scrum Master  
 Change Management  
 Business Development

What type of programmes/project(s) are you currently managing?	All	UK	ROW
Business Transformation	43%	46%	31%
Business Systems	39%	39%	38%
Software Development	34%	31%	47%
Service Transformation	26%	27%	23%
Equipment or System Installation	24%	25%	23%
Digital Services	21%	22%	18%

What best describes your programme/project(s)?	All	UK	ROW
Strategically important	67%	68%	61%
Operationally important	53%	53%	54%
Complex	44%	44%	46%
Moderate risk	44%	42%	50%
Complicated	36%	37%	31%
High risk	28%	29%	26%
Straightforward	12%	11%	15%
Low risk	6%	6%	6%
Low importance	2%	1%	4%

How are you currently measured?	All	UK	ROW
Timeliness of delivered project	65%	65%	65%
Delivery of assigned tasks	51%	53%	42%
Quality of delivered project	51%	52%	51%
Budget compliance of delivered project	45%	45%	43%
Customer satisfaction	36%	35%	43%
Profit delivered on completion of project	12%	11%	16%
Other	3%	3%	4%

UK PM Respondent  
 Salary range £16,000 to £107,000 per Annum  
 Day Rate range £100 to £800 per day

## PMO

The PMO appears to be another area of project management that has the capacity to divide opinion with many vocal dissenters as well as advocates.

In some ways it appears to suffer in a similar way to 'agile' in that it does not have a singular clear definition which can then be easily shared. Thus, the implementation is often heavily bound to the quality of the people, their vision and the executive sponsorship that they manage to garner within their organisation as they seek to deliver an effective solution.

Spanning from functional support at the project level, to strategy support at the executive levels with Portfolio management the potential configurations are endless. As such the services available within such configurations are also potentially broad.

A focused report on PMO will be published separately during 2016.

What types of PMO do you have?	Total	UK	ROW
Portfolio Management Office	40%	41%	36%
Programme Management Office	50%	55%	30%
Project Management Office	55%	50%	73%
Other	3%	3%	3%
Centre of Excellence	24%	21%	31%
What is the PMO's primary function?	Total	UK	ROW
It provides administration support to programme/project managers	57%	57%	58%
It provides added value services (MI, reporting, planning) to programme/project managers	61%	63%	55%
It provides best practice, standards, governance etc..	69%	69%	68%
It provides organizational support, enabling strategy, senior management support etc..	56%	54%	59%
It provides an entity in which all our PPM Practitioners reside	21%	19%	30%
Other	6%	5%	9%
How would you describe the maturity of your PMO?	Total	UK	ROW
Adhoc - services sometimes used by programme/project managers	27%	26%	31%
Established - have defined offerings to the business	42%	42%	42%
Embedded - services are part of the business process	24%	25%	24%
Optimised - in a maturity cycle	4%	5%	1%
Other	2%	3%	1%
How long has the PMO function been established?	Total	UK	ROW
Less than 1 year	15%	16%	12%
1 to 2 years	22%	22%	23%
3 to 4 years	23%	23%	26%
5 to 10 years	19%	18%	24%
More than 10 years	7%	7%	7%
I don't know	13%	14%	8%



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## Unemployed PPM Practitioners

With reported UK unemployment once again falling over the past 12 months, reaching its lowest rate of 5.1% in the three months to November 2015 it is interesting to see what has happened to our PPM respondents. The figure released 20/1/2016 is, according to the ONS (Office for National Statistics) the lowest figures since the three months to October 2005.

Our own figures also showed a continuing fall to 6% of respondents a fall of 1% on the year and down from a high of 15% back in 2010 which has to be good news for the practitioner population.

The profile of the group can be seen in the table on the right which contains some familiar patterns and associated comments from those who find themselves in this position.

Interestingly 62% of the unemployed practitioners are based in London, the South East and the Home Counties with lower levels reported across the rest of the UK.

The group that appears to be hardest hit is still males, aged 50+ with over 10 years' experience in the field of programme and project management. We also see that, regardless of legislation, age discrimination is seen as a major barrier for this group as they look to return to gainful employment. By no coincidence this group also had the highest levels of remuneration prior to unemployment.

### The Challenges:

Within the group the biggest challenge that was identified, regardless of demographic, was 'Securing an interview for the roles to which I apply'. 44% of respondents identified this as their #1 challenge compared to 33% who identified 'Finding roles -align to my skills and experiences' and just 4% who identified 'Finding roles meet desired remuneration'.

There were once again many comments about the perceived shortfalls in many recruitment processes and specifically against many recruiters who have no comprehension of what makes a good PPM Practitioner. Also recruitment based on "the cheapest available" rather than capability was seen as an issue in the market.

A cross over to the recruitment views is interesting at this point, as it would also be interesting to see the reaction to their CV's; especially if practitioners are not targeting roles they apply for and then tailoring their CV as appropriate.

"I believe my age is acting as a barrier to permanent employment"

Domiciliary Status	2015	2014	2013
UK National	80%	92%	79%
EU National	9%	5%	10%
Non UK/EU National	11%	3%	10%
Age			
<34	10%	10%	14%
35 to 49	40%	28%	40%
>50	48%	61%	43%
Gender			
Male	70%	77%	75%
Female	30%	21%	24%
Previous Sector			
Private	72%	73%	76%
Public	16%	20%	15%
Charity / NFP	12%	7%	8%
Previous Status			
Employee	66%	78%	71%
Contractor / Temp	26%	18%	26%
Years PPM Experience			
<1 Year	8%	6%	13%
2 to 3 Years	14%	7%	15%
4 to 5 Years	7%	9%	12%
5 to 10 Years	11%	19%	22%
10+ Years	60%	59%	38%
Period of unemployment			
<3 Months	38%	32%	32%
3 to 6 months	16%	25%	24%
7 to 12 Months	16%	15%	15%
>12 Months	29%	28%	29%

Fig 33 - UK Unemployed Practitioners



Fig 34 - UK Unemployed Confidence

"Only 2 interviews since April. I've applied for 100's roles so am somewhat concerned I am not good enough."

## UK Economic Climate

2015 was another mixed year for the UK economy as chill winds blew in from around the globe. China, Syria, uncertainty about the UK's relationship with the EU and the impact of mass migration into Europe all had some impact. Not to mention the oil price and the markets moving from bulls to bears.

With all this uncertainty we asked our respondents to once again answer some questions about their view of the impact of all this on their organisation as we moved into 2016.

As we can see in the table, overall levels of confidence would appear to have stalled with those indicating buoyancy/steady dropping by 6%. On the positive account those anticipating contraction/hard times has remained static at 20%.

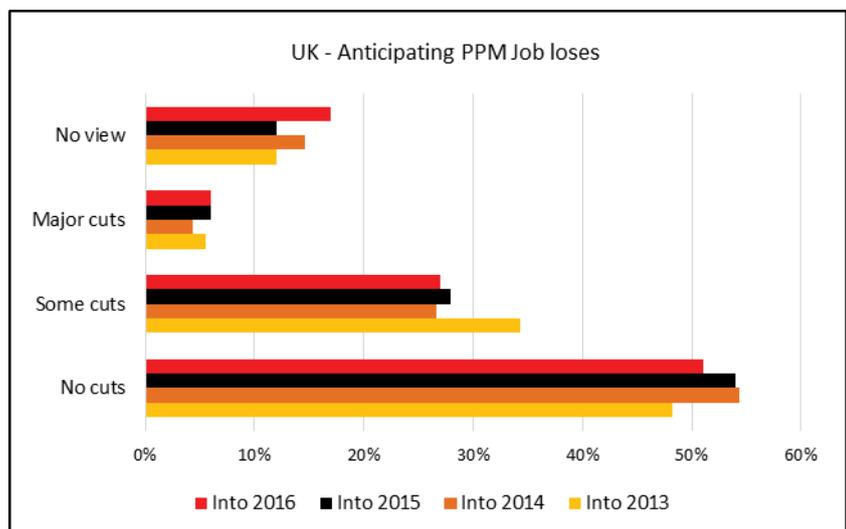
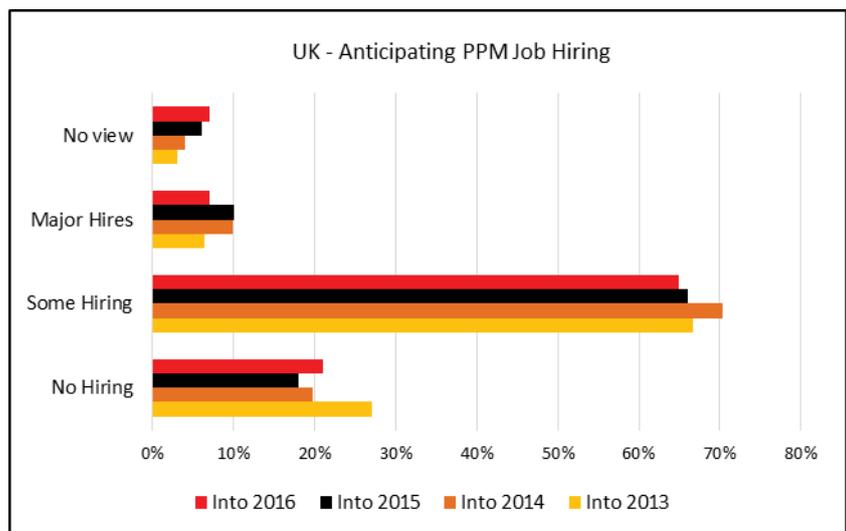
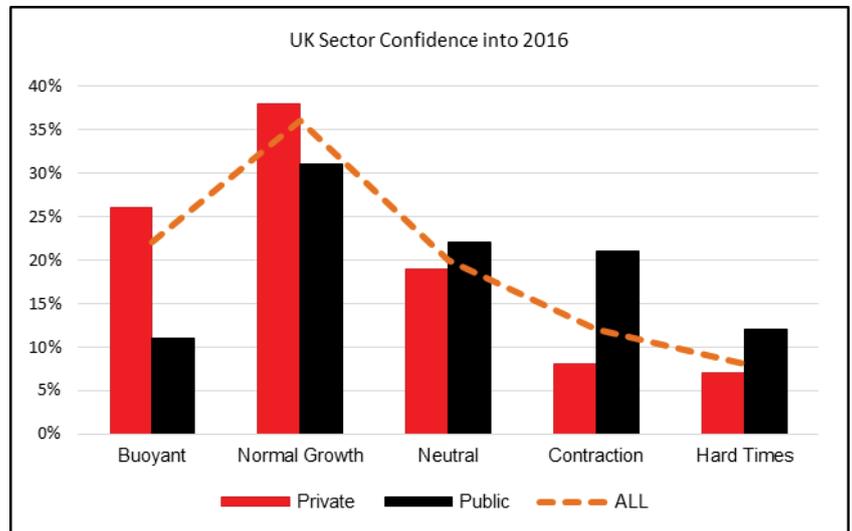
Breaking the headline figure and looking across sectors we again see a significant difference in outlook between those respondents working in the Private sector compared to those in the Public sector. Those feeling buoyant break into 26% for Private and 11% for Public; whilst those anticipating contraction/hard times split 15% to 33% respectively.

The Public/Private sector splits show that austerity and the impact of Government policy is still hanging over practitioners working in this area. Whilst for the Private sector practitioners we see -5% reporting buoyancy compared to 12 months ago.

In terms of practitioners sharing their thoughts about hiring and firing we see a slowdown in those anticipating hiring during 2016, in terms of job losses the view appears less clear with the biggest change being those who had no clear view to share.

It looks like 2016 could well be another bumpy ride for UK Plc and all those who ride in her.

Organisation Confidence	Into 2016	Into 2015	Into 2014	Into 2013	Into 2012
Buoyant	22%	26%	15%	16%	8%
Steady	36%	38%	47%	36%	30%
Neutral	20%	17%	23%	25%	30%
Contraction	12%	11%	10%	14%	20%
Hard Times	8%	9%	6%	10%	12%



## UK Living Standards & Confidence

2015 saw another year of mixed messages on the economic front for practitioners in the UK, where; pay rises once again remained suppressed for many; interest rates remained unchanged at the level of 0.5%, set back in March 2009; inflation finishing the year at 0.2% on the CPI (Consumer Prices Index) and unemployment falling to its lowest levels in 10 years at 5.1%. So we were once again interested to see how our UK based respondents were left feeling.

As we can see in the data to the right the numbers feeling better off at 11% remained constant with the previous year, with a slight increase in those feeling slightly better off. The good news being that those feeling worse off dropped by 7% year on year. By sector, we saw only a small variation compared to last year where the Public sector respondents were feeling much worse off.

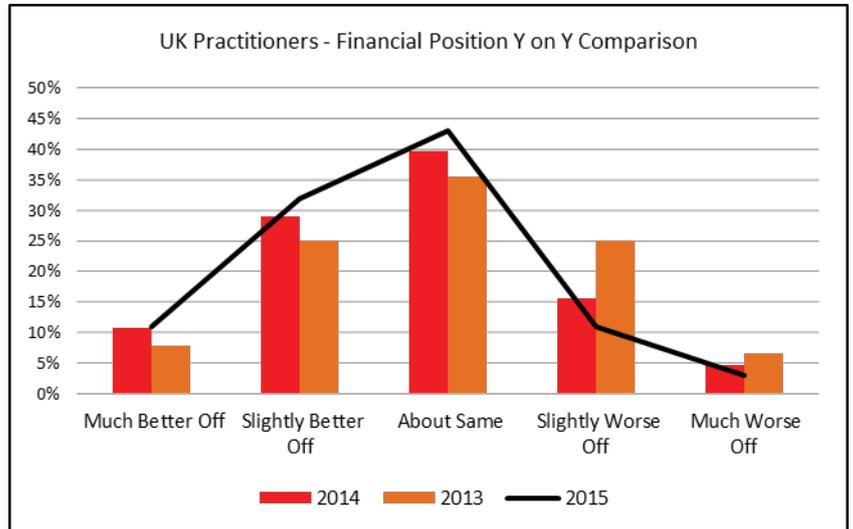
### Personal Confidence:

Whilst the respondents were feeling better off, as we can see to the right this did not translate to any significant increase in personal confidence looking forward into 2016. Overall the changes consolidated into the neutral camp which saw an increase of 4%, suggesting that the expected economic bounce has not yet arrived.

When we look across sector it is surprising to see that the Public sector respondents are more positive than those from the Private sector at 75% to 73% respectively, a stark shift from the last few years.

In terms of the positivity index we again see those feeling better off financially feeling more positive. Females feeling slightly more positive than males and the under 34's leading the way in the age stakes. The self-employed also show higher levels of confidence at 80% compared to their employed peers at 70%.

Financially Feeling	2015	2014	2013	2012	2011
Much Better Off	11%	11%	8%	7%	9%
Slightly Better Off	32%	29%	25%	20%	18%
About Same	43%	40%	35%	34%	31%
Slightly Worse Off	11%	16%	25%	31%	33%
Much Worse Off	3%	5%	7%	7%	9%



### Employed UK Practitioners Confidence

Personal Confidence moving into:	2016	2015	2014	2013	2012	2011	2010	2009
☺	21%	23%	19%	18%	15%	13%	12%	11%
↑	53%	54%	55%	53%	45%	46%	37%	43%
☹	15%	11%	13%	11%	17%	27%	22%	20%
↓	9%	10%	11%	14%	19%	11%	20%	18%
☹	2%	2%	1%	3%	4%	3%	8%	8%

Positivity Index	☹	←	☹	→	☺
Much Better Off	0%	2%	6%	46%	47%
Slightly Better Off	1%	4%	10%	62%	23%
About Same	1%	9%	19%	53%	17%
Slightly Worse Off	2%	27%	24%	38%	10%
Much Worse Off	18%	36%	18%	24%	3%
Positivity Index	☹	←	☹	→	☺
Male	2%	10%	16%	51%	21%
Female	1%	8%	14%	57%	22%
Positivity Index	☹	←	☹	→	☺
Under 34	0%	6%	12%	52%	30%
35 to 49	2%	9%	15%	55%	22%
50+	2%	10%	17%	52%	18%
Positivity Index	☹	←	☹	→	☺
Self Employed	1%	7%	12%	56%	24%
Employee	2%	10%	18%	50%	20%

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Steve Messenger,  
Chairman DSDM Consortium



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## UK Remuneration Patterns

### 2015 Remuneration:

As can be seen in the data to the right the remuneration changes in 2015 achieved by our respondents are once again in the positive with 56% achieving some increase. Overall 35% saw their remunerations stagnate and 9% reported that they saw a fall.

Contractors saw the highest levels of increase >8% at 18% compared to 10% of employees achieving similar increases, this figure was consistent across sector. They were not all winners though as 42% saw no change to their remuneration rates during 2015, this compared to 29% of employees. 17% of contractors also reported that they saw a decrease during 2015, compared to just 1% of employees.

Overall a much healthier picture, but certainly not one of rampant remuneration increases which some feared, with just 31% reporting an increase over 2%.

### 2016 Remuneration Outlook:

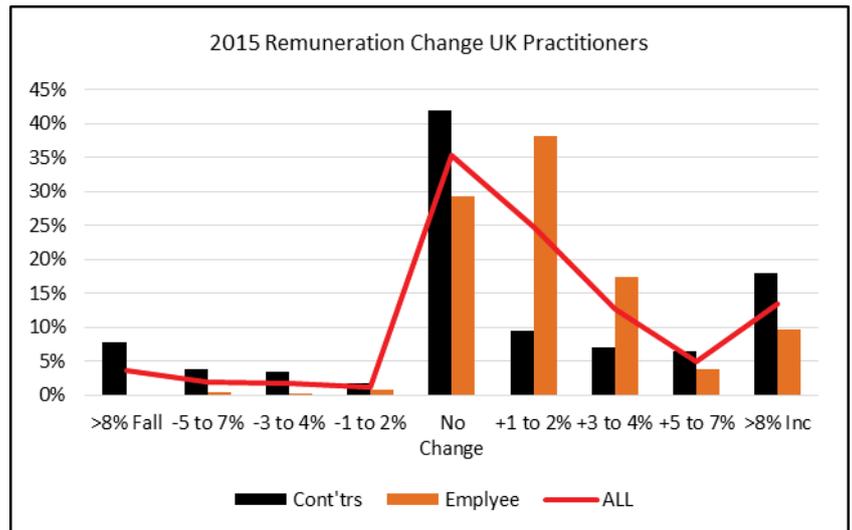
We asked our UK respondents to anticipate what they think will happen to their remuneration in 2016, the results of which can be seen to the right.

Overall, we again see a picture that does not predict boom times ahead in 2016 with 5% still anticipating some fall in remuneration; 40% anticipating no change; 28% anticipating less than 2%.

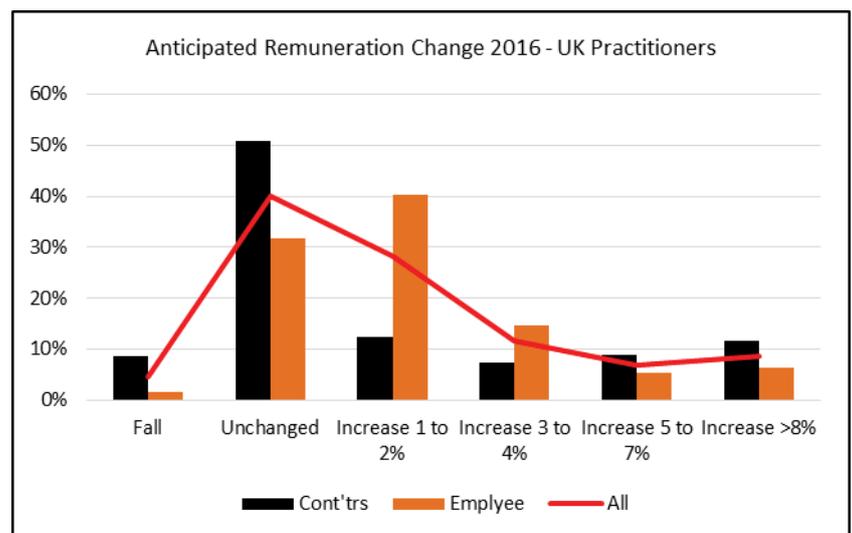
For employees, 42% of those working in the Public sector anticipate no change with a further 43% anticipating between 1 and 2%. This compares to 28% and 39% for their peers working in the Private Sector.

For contractors we see a similar story with those in the Public sector anticipating 2% or less or no increase hitting 71% compared to 76% for those in the Private sector.

Movement in Earnings 2015	Contractors			Employees			
	ALL	Cont'trs	Employee	Public	Private	Public	Private
>8% Fall	4%	8%	0%	7%	8%	0%	0%
-5 to 7%	2%	4%	0%	5%	3%	1%	0%
-3 to 4%	2%	3%	0%	5%	3%	1%	0%
-1 to 2%	1%	2%	1%	1%	2%	1%	1%
No Change	35%	42%	29%	42%	43%	39%	28%
+1 to 2%	25%	9%	38%	8%	10%	48%	34%
+3 to 4%	13%	7%	18%	8%	6%	3%	22%
+5 to 7%	5%	6%	4%	7%	6%	0%	5%
>8% Inc	14%	18%	10%	18%	18%	7%	11%



Employee Salary - In to	2016	2015	2014	2013	2012	2011
Fall	2%	3%	2%	3%	4%	7%
Unchanged	32%	28%	31%	36%	41%	52%
Increase	67%	70%	67%	61%	55%	40%



Contractor Rates - In to	2016	2015	2014	2013	2012	2011
Fall	9%	11%	12%	18%	21%	18%
Unchanged	51%	51%	58%	59%	58%	63%
Increase	40%	38%	30%	23%	21%	18%

## UK Contractor Overview

Contractors currently working in the UK made up 39% of our respondents in this year's survey. Once again we saw mixed messages with some forging ahead and reaping the rewards associated with this form of market engagement, whilst others continue to see a challenging market. Challenges continue in terms of contract availability, contract duration, stagnant rates and on the horizon new Government legislation.

### What do they deliver?

The largest group identified themselves as Project Managers at 37%, followed by Consultants at 21% and Programme Managers at 19%. We asked the Consultants to quantify what they deliver as this is always an interesting group; 26% confirmed that they deliver operational activities (non-consulting?), 10% deliver expert advice and guidance, whilst the remaining 64% deliver a combination of these activities.

### Who are they?

In terms of breakdown 37% are based in London and the South East, 13% in the North West and 10% each in the Home Counties, South West and the Midlands. 37% say they work in locations different to where they live; of which 43% identify London as their place of work and 15% have no fixed work location.

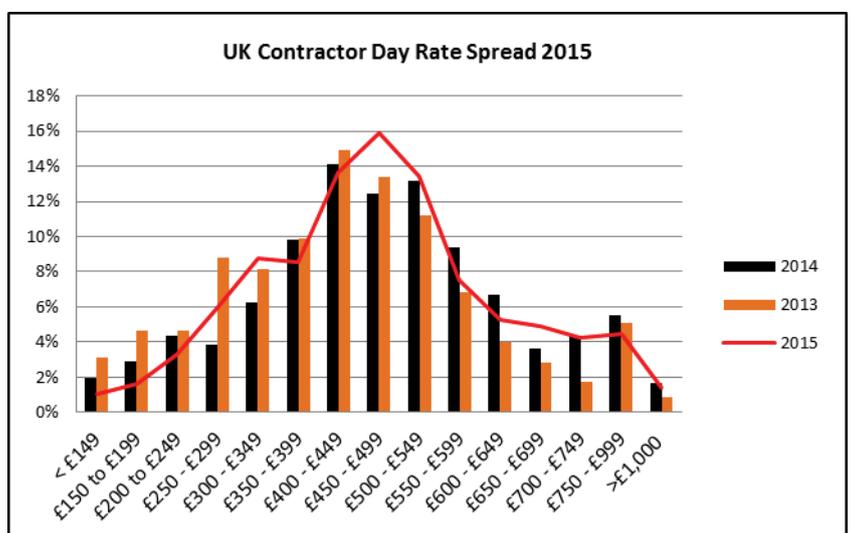
In terms of gender we see a split of 77% male to 22% female. By age the largest group is the 50 to 59 year olds with 35%, followed by 25% in the 43 to 49 age range.

### 2015 Rate Shift

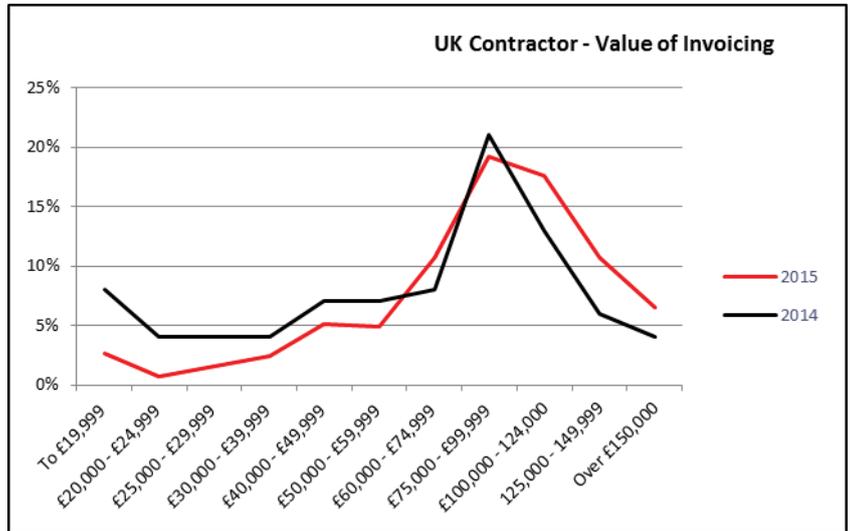
As we can see in the graph to the right we saw a shift in the day rate during 2015 over previous years with £450 to £499 showing as the largest group. We can also see some further recovery in the £650 to £699 range which was decimated during the post-recession period.

Mode of Operation	2015	2014	2013	2012	2011
Ltd Company	88%	85%	78%	76%	76%
Umbrella Company	8%	8%	12%	13%	11%
Sole Trader	4%	7%	10%	11%	12%
Time as Contractor	2015	2014	2013	2012	2011
Under 1 Year	13%	16%	16%	17%	16%
1 - 3 years	32%	25%	28%	23%	25%
4 - 5 years	15%	11%	11%	12%	14%
Over 5 years	53%	48%	45%	48%	45%

Contracted for work during year	2015	2014	2013	2012	2011
1 to 3 Months	8%	7%	13%	18%	15%
4 to 6 Months	18%	17%	14%	14%	17%
7 to 9 Months	22%	23%	23%	25%	22%
10 to 12 Months	52%	53%	49%	43%	46%
Contract Availability	2015	2014	2013	2012	2011
Decreased	17%	12%	28%	37%	47%
Stable	45%	40%	40%	38%	37%
Increased	38%	48%	32%	26%	16%
Typical Contract Length	2015	2014	2013	2012	2011
1 to 3 Months	23%	22%	30%	25%	23%
4 to 6 Months	41%	38%	36%	32%	35%
7 to 9 Months	12%	15%	12%	14%	13%
10 to 12 Months	24%	25%	22%	30%	30%
I was Contracted	2015	2014	2013	2012	2011
1 time	27%	29%	33%	45%	48%
2 times	41%	37%	33%	34%	34%
3 times	19%	20%	20%	10%	10%
More than 3 times	13%	14%	14%	11%	8%
Time between Assignments	2015	2014	2013	2012	2011
Increased	23%	17%	28%		
Stable	53%	57%	52%		
Reduced	23%	26%	20%		
I am starting the current year with	2015	2014	2013	2012	2011
No Contract	28%	28%	30%	32%	27%
< 3 Months Contract	24%	27%	29%	22%	30%
3 to 6 Months Contract	33%	28%	28%	31%	29%
> 6 Months Contract	15%	17%	13%	15%	14%
Pressure on day rate	2015	2014	2013	2012	2011
Decreased	20%	19%	13%	16%	11%
Was Stable	49%	50%	49%	41%	36%
Increased	31%	31%	38%	43%	53%



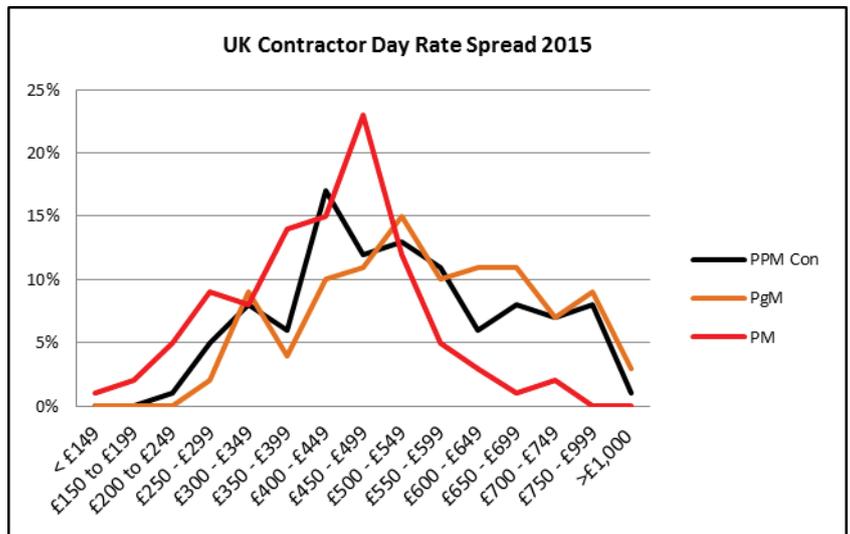
Contractor's operating through a limited company were asked to share their total invoicing during 2015 (80% did). As we can see in the graph to the right, invoicing values rose during 2015 over the previous year. Contractors operating through umbrella companies were asked to share their value of income during the same periods and again we saw an overall increase during 2015.



In terms of the day rate achieved by role we can see plots for Project Managers, Programme Managers and PPM Consultants which follow an anticipated pattern of distribution.

**New Assignment Required!**

We asked the contractors to rank five options which have previously been identified as important when considering a new assignment. As can be seen in the table to the right, day rate once again came out on top of the pile. Not surprising, but it still amazes us here at Arras People how many contractors do not have a 'get out of bed rate' and a target range in which they operate. This simple process would reduce the number of applications and frustrations when being subsequently rejected.



**2016 Challenges**

This year we have a new entrant at number 1 as UK based contractors have moved increasingly under the microscope of the UK Government. With changes to travel and subsistence allowances as well as changes to dividend tax rules, many contractors are feeling under threat.

Further threats to the contractor environment were also leaked in advance of the last spending review when it was mooted that all contractors should be treated as employees with PAYE & NI deducted at source after a short qualifying period.

UK Plc needs a flexible workforce and the advantages that a strong contractor base offers, something all parties should fight to protect.

What is Important when considering a new role?	
1	The day rate on offer
2	The location of the role
3	The challenge of the work
4	The duration on offer
5	The culture of the organization

Ranked Challenges for contractors in 2016	
1	Changes in Government legislation
2	Finding suitable opportunities
3	Differentiating myself in a crowded marketplace
4	Increasing my day rate
5	Lack of opportunities
6	Attaining a better work life balance
7	Maintaining my day rate

**"Rates will have to rise to accommodate changing legislation"**

## Employee Overview

Employees currently working in the UK made up 52% of our respondents in this year's survey, comprising the usual mix of permanent, fixed term and temporary workers. The mix of these respondents is 87% UK nationals, 10% EU nationals and 3% non-EU nationals. Splits across sector are 73% Private, 21% Public and the remaining 6% in the charity/Third sector.

The overall sense of the data is 'steady as she goes' for UK Plc, with the usual mix of winners and losers. Respondents are still sticking with employers and thus the churn in the market is still low; all this despite low, if any, pay rises for many practitioners as can be seen in the distribution graph to the right hand side.

### Who are they?

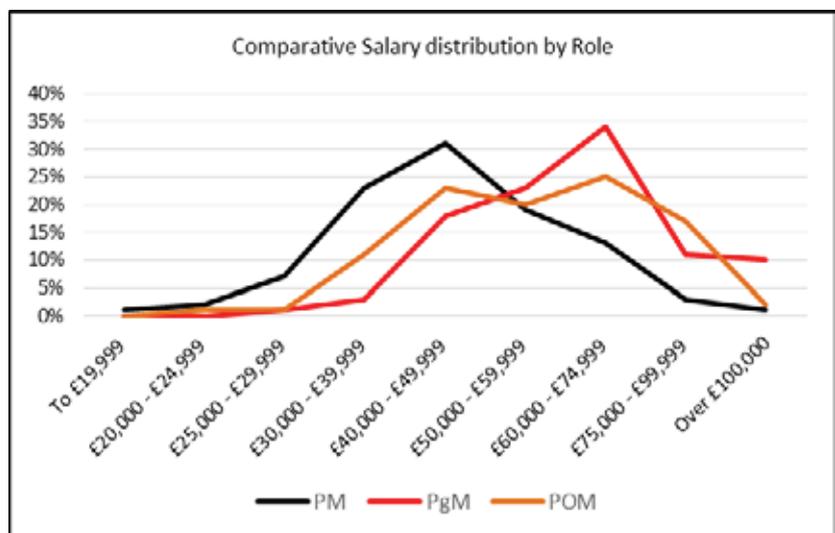
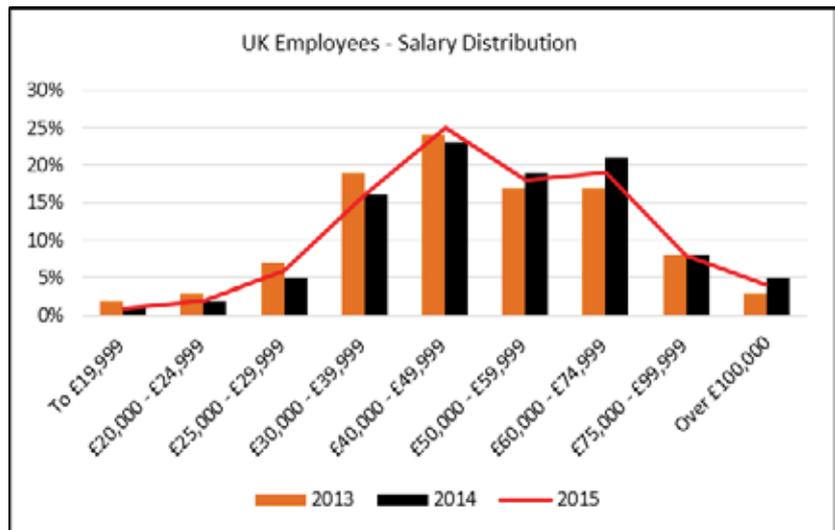
The respondent group represents the full PPM practitioner family with Project Managers at 46% the largest cohort, followed by Programme Managers at 18% and PMO Managers at 14%. By age 50% are in the 35 to 49 age group, with a further 28% in the 50+ group; making the under 34's the smallest grouping with 22%. By gender we continue to see the split amongst UK practitioners changing with this year hitting 35% female representation. In terms of location we again see a southern bias with 42% of employees living in London and the South East, 13% are South West based, 11% Midlands and 8% the North West.

### Experienced?

We continue to see education levels rise amongst the practitioner group with 40% holding a Bachelor level, 30% a Masters level and 2% a PhD. Amongst those with Masters 23% have an MBA and 19% an accreditation in Project Management.

In terms of Project Management accreditation 85% have some form of recognised accreditation;

Employment Status	2015	2014	2013	2012	2011
Permanent	93%	92%	92%	94%	90%
Temp	6%	7%	1%	0%	1%
Fixed Term	1%	1%	7%	6%	9%
Time with Employer	2015	2014	2013	2012	2011
Under 1 year	24%	20%	21%	20%	28%
1 to 3 years	32%	32%	30%	27%	24%
3 to 5 years	11%	10%	9%	11%	17%
Over 5 years	33%	37%	41%	42%	31%
Gender	2015	2014	2013	2012	2011
Male	64%	69%	66%	67%	70%
Female	35%	31%	34%	33%	30%



Changed Jobs in 2015	2015	2014	2013	2012	2011
Yes	23%	23%	25%	27%	27%
No	77%	77%	75%	41%	41%
Reason for Changing Job	2015	2015		2012	2011
Promotion	28%	30%		14%	14%
Redundancy	22%	10%		18%	18%
Better package	26%	23%		11%	11%
Better prospects	31%	28%		19%	19%
Increase in challenge	40%	32%		17%	17%
Change in lifestyle	19%	16%		10%	10%
Other	18%	16%		12%	12%

Prince2 at 63% being the most common followed by MSP (23%), APMP (21%) and the PMP (9%). Agile accreditations again have a low uptake in comparison.

### Rewards & Changing Jobs

As anticipated, we are starting to see some of the impacts associated with a market where 'available' talent is in short supply. In this context 'available' is crucial as it does not say there is a shortage of talent; rather it suggests that the practitioner market is risk averse as people still do not have the confidence to look for and secure a new role.

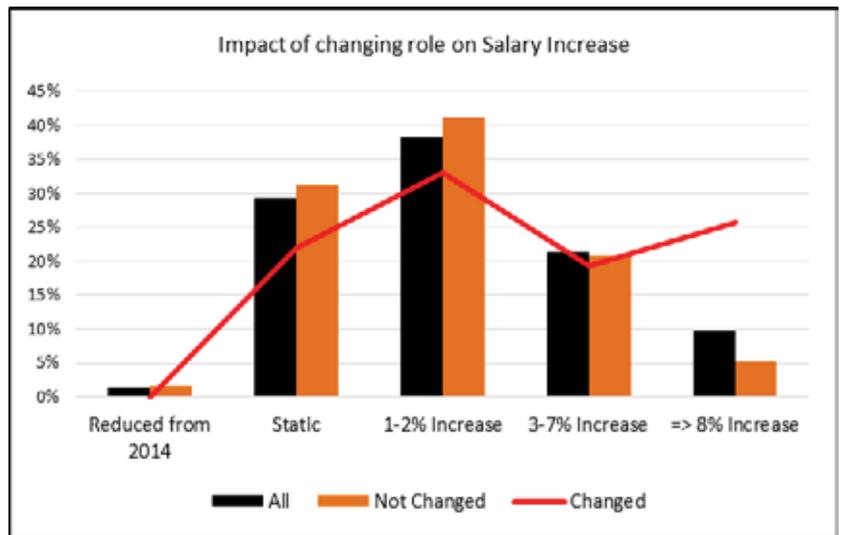
For those who are moving roles we can see that the rewards are pretty substantial compared to their peers. In 2015, 45% of those who changed roles achieved an inflation busting rise of >2% compared to 26% of those who did not. Better still 26% of those who moved achieved a rise of >8% compared to just 5% of their peers who did not.

The market is primed for salary inflation as organisations are reporting 'availability' issues when looking to fill open PPM practitioners roles. The practitioners themselves however still feel uncertain about what 2016 holds in store, with 63% feeling that the UK market will not recover sufficiently to trigger a mass movement across employers. 86% still feel that any job is better than no job even with a reduced income.

For the brave, there are bound to be some great opportunities in 2016 and with it the opportunity to recover some of the lost increases of the last few years.

### Move to Contracting:

Practitioners showed an ebb and flow across the employee/contractor status and 9% see 2016 as possibly the year to dip their toes. On the flip side we saw contractors migrating back into permanent employment, 38% of whom were looking for a steady income. Make sure you plan!



Bonus Payment Available	2015	2014	2013	2012	2011
All	44%	49%	47%	50%	41%
Public	20%	18%	25%	30%	23%
Private	51%	60%	56%	59%	50%
Bonus Calculated	2015	2014	2013	2012	2011
Personal Performance	18%	15%	16%	19%	19%
Company Performance	14%	15%	16%	18%	14%
Combination	68%	70%	68%	63%	67%
Bonus Level	2015	2014	2013	2012	2011
None	56%	51%	53%	50%	
1-8% of Salary	23%	27%	26%	29%	
8-15% of Salary	14%	12%	14%	13%	
15-25% of Salary	5%	7%	5%	6%	
25%+ of Salary	3%	3%	2%	2%	

Employee Benefits	2015	2014	2013	2012	2011
None	26%	26%	22%	29%	31%
Yes	74%	74%	78%	71%	69%
Benefits Received	2015	2014	2013	2012	2011
Pension Plan – Contributory	89%	89%	88%	85%	84%
Pension Plan – Non-Contributory	11%	12%	10%	11%	11%
Healthcare Benefits	61%	63%	57%	60%	55%
Life Insurance	42%	49%	43%	43%	43%
Long-Term Care Insurance	7%	8%	7%	5%	7%
Company Car	10%	11%	10%	14%	12%
Car Allowance	23%	26%	31%	28%	24%
Fuel Allowance	7%	6%	8%	9%	7%
Mobile Phone	51%	50%	53%	53%	51%
Gym Membership	6%	10%	7%	10%	8%
Child Care Subsidies	12%	13%	14%	12%	13%
Other	12%	12%	8%	6%	9%

Going into 2016	2015	2014	2013	2012	2011
Happy in current role	31%	32%	28%	31%	26%
Want New role + Current employer	10%	11%	13%	13%	14%
Want to Change employer	21%	20%	21%	20%	21%
Want to move in to Contracting	9%	5%	5%	3%	7%
Open to Change but Not pushing	25%	26%	28%	27%	26%
Under threat of redundancy	3%	3%	3%	3%	5%

“Recruiting quality staff is increasingly difficult which places cascade pressures on everyone”

## TRAINING, ACCREDITATION, MEMBERSHIP

80%

80% of Programme Managers working today are male. The gender ratio across the whole PPM profession is 70:30



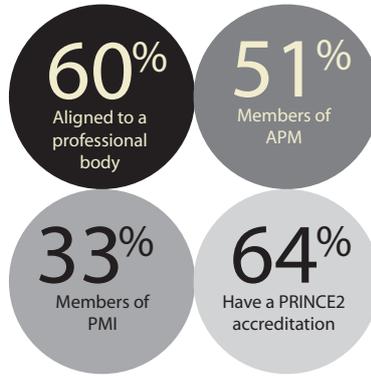
55%

68% of Programme Managers work permanently for organisations, 39% are freelancers. 5% currently unemployed.

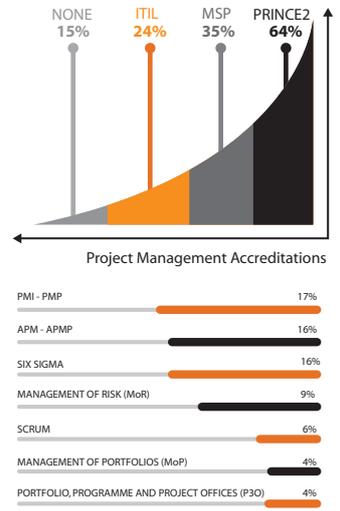


39%

39% of Programme Managers are over the age of 50. 6% are under 34.



18% are members of the British Computer Society (BCS), 8% members of CMI and 8% are members of SCRUM.



## SALARY AND REMUNERATION

58% FULL-TIME EMPLOYEE

92% Contributory Pension

53% Have No Bonus Available

29% Company Car



PROGRAMME MANAGER

\*£65,897  
£563

\* average salary/rate based on those that shared that data

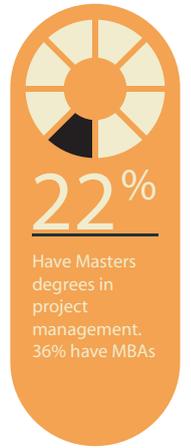
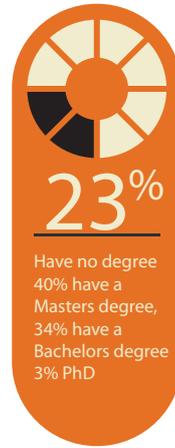
SELF-EMPLOYED 42%

Typical Contract 10-12 months 36%

Have contracted for 10-12 months of the year 54%

Contracting for more than 5 years 57%

## EDUCATION



## POSITIONING

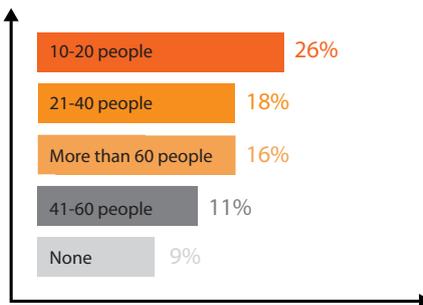


## LOCATION



24% of project managers live and work in London  
56% live and work in the South of England

### Span of Control



68% Work in organisations with 1000+ employees

72% Work in the private sector

33% report through the Board of Directors

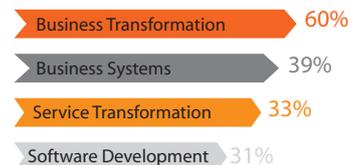
## ENVIRONMENT



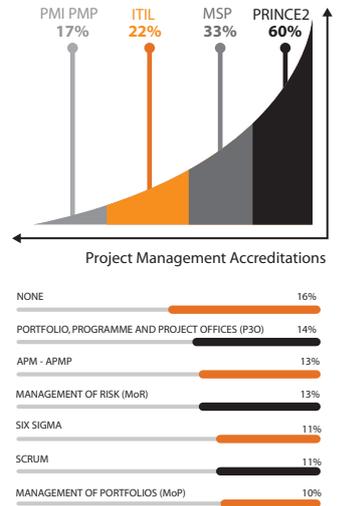
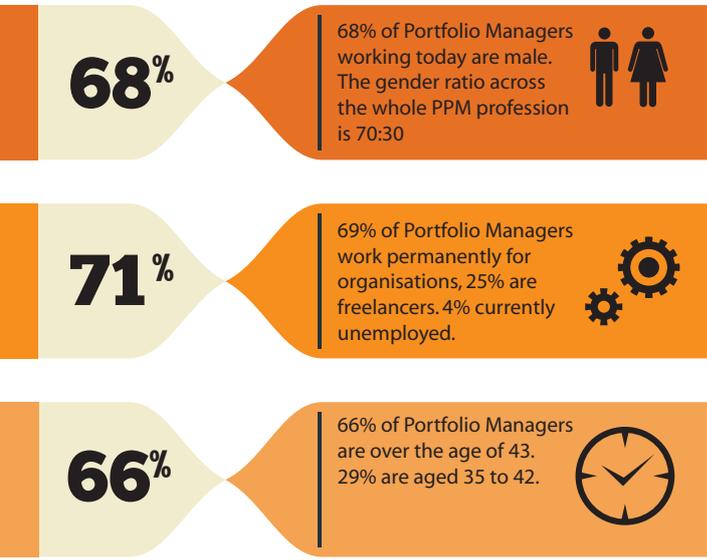
Size of Budget

- 17% More than £10M
- 19% None
- 29% £1M - £5M

### Type of Project Managed

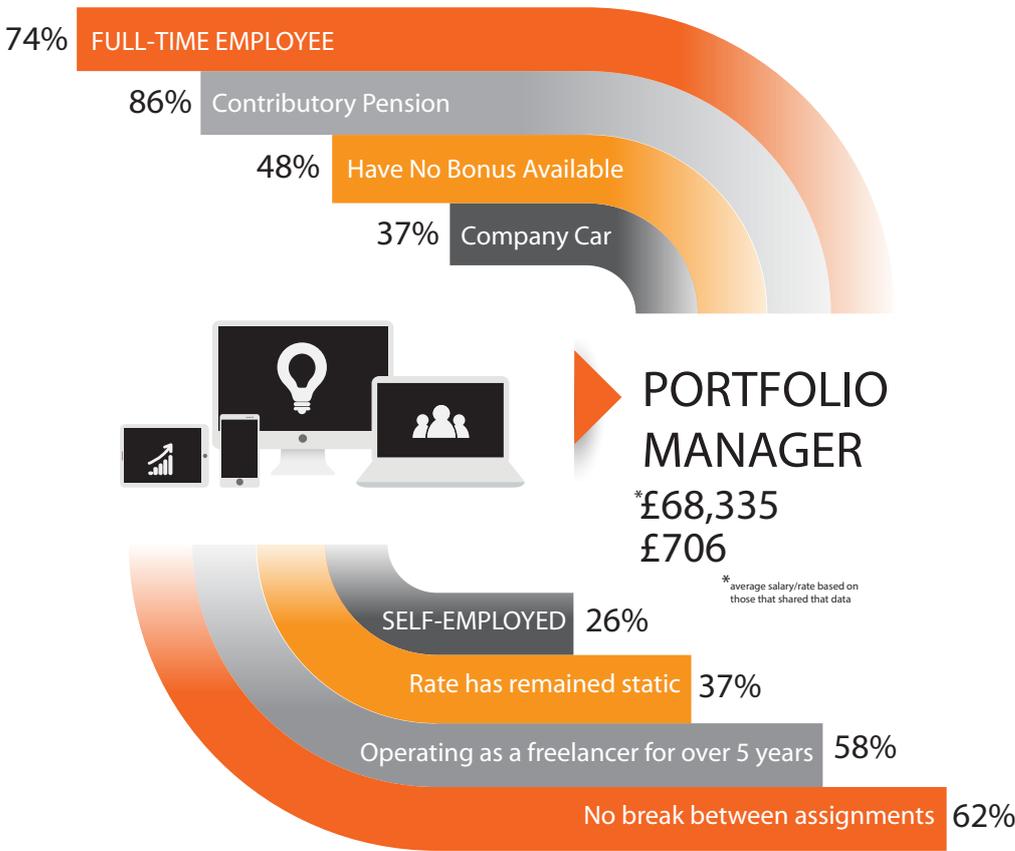


## TRAINING, ACCREDITATION, MEMBERSHIP

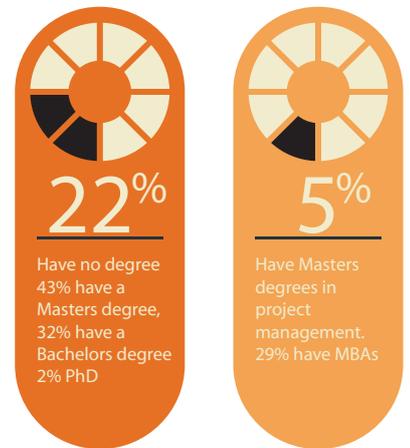


31% of Portfolio Managers are members of Other bodies, 15% are members of British Computer Society and 12% are members of CMI

## SALARY AND REMUNERATION



## EDUCATION



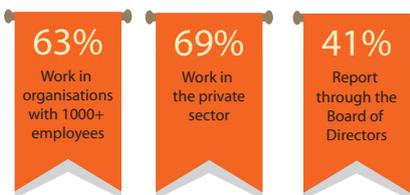
## POSITIONING



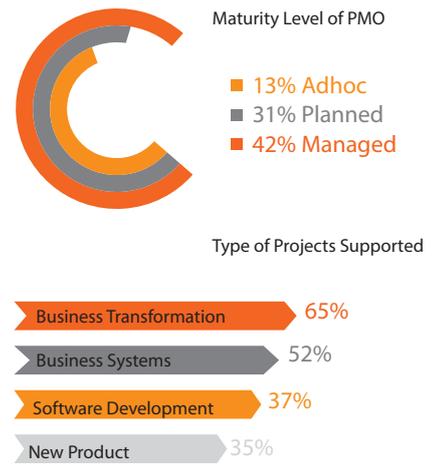
## LOCATION



## Elements of programmes/projects supported



## ENVIRONMENT



## TRAINING, ACCREDITATION, MEMBERSHIP

78%

78% of PPM Consultants working today are male. The gender ratio across the whole PPM profession is 70:30



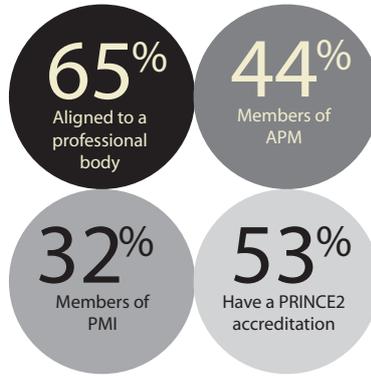
21%

23% of PPM Consultants work permanently for organisations, 70% are freelancers. 9% currently unemployed.

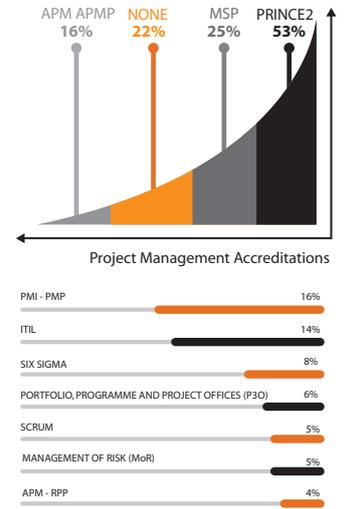


40%

40% of PPM Consultants are over the age of 50. 10% are under 34.



18% are members of the British Computer Society (BCS), 11% are members of IPMA, 9% members of CMI and 3% are members of RICS.



## SALARY AND REMUNERATION

23% FULL-TIME EMPLOYEE

74% Contributory Pension

38% Have No Bonus Available

53% Company Car



PPM CONSULTANT

\*£64,066  
£526

\* average salary/rate based on those that shared that data

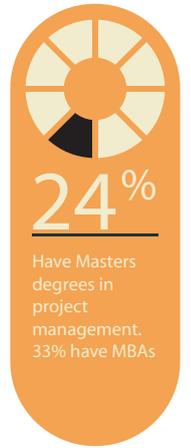
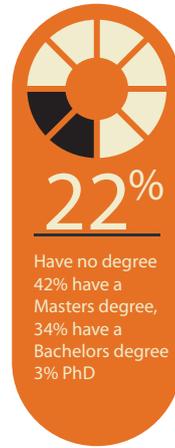
SELF-EMPLOYED 77%

Typical Contract 4 - 6 months 33%

Rates have remained static 40%

Work with one paying client at a time 63%

## EDUCATION



## POSITIONING

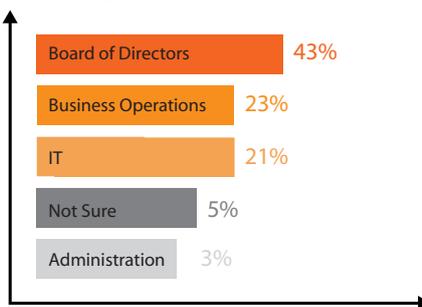


## LOCATION



20% of PPM Consultants live and work in London  
65% live and work in the South of England

### Reporting Lines:



52%

Work in organisations with 1000+ employees

74%

Work in the private sector

56%

Work in multi-site organisations

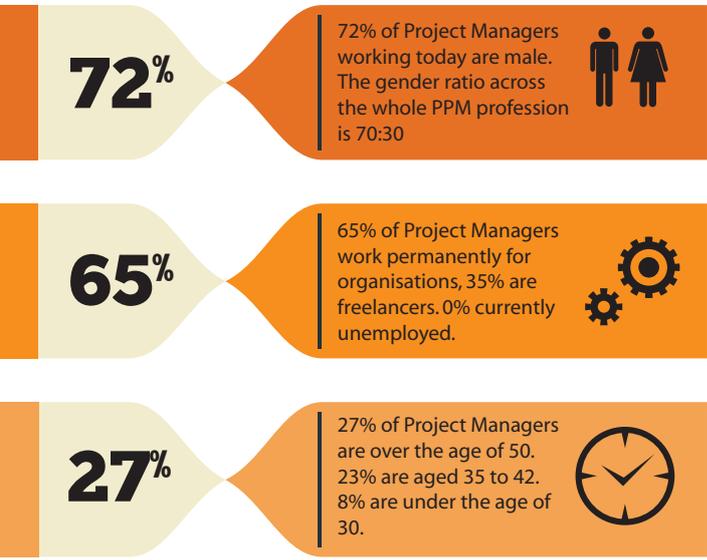
## ENVIRONMENT

### Delivering to Clients?

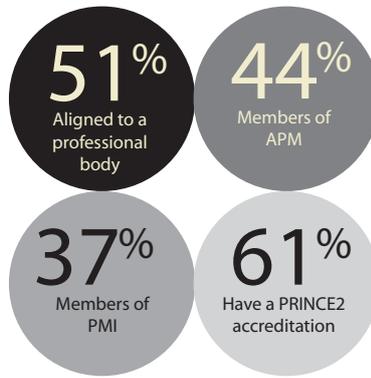


### Sectors Working in:

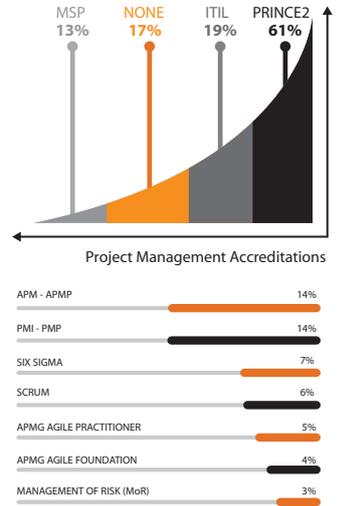




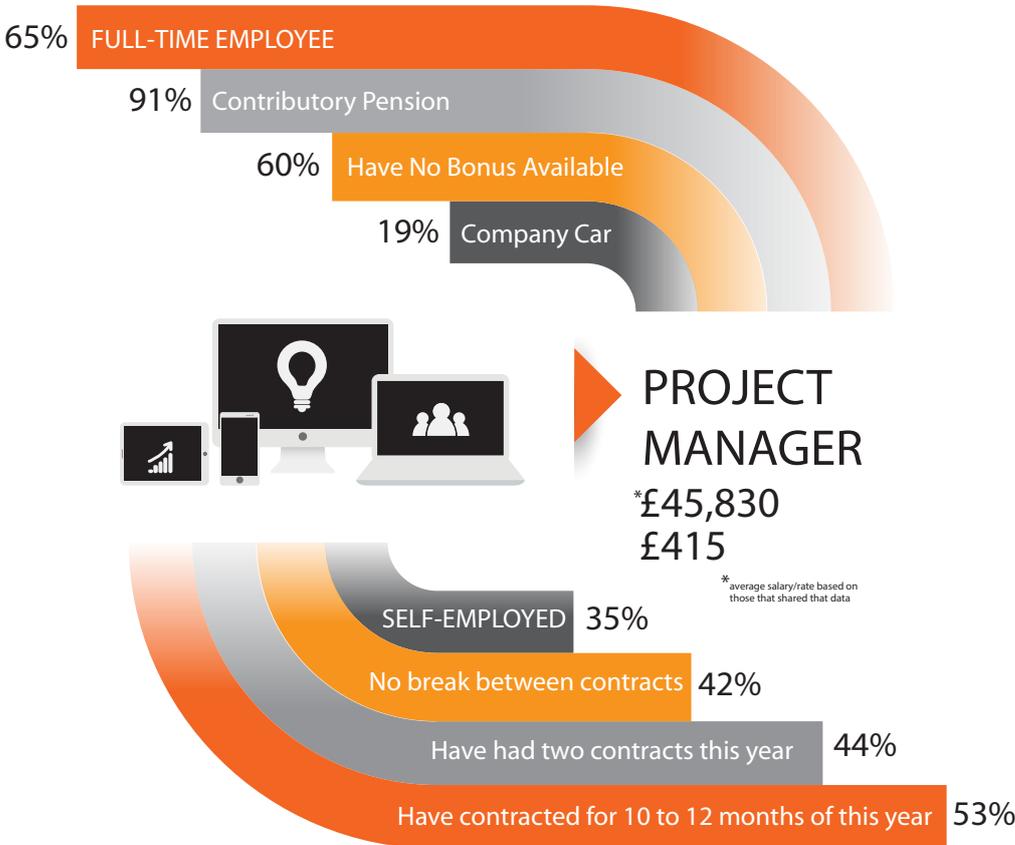
## TRAINING, ACCREDITATION, MEMBERSHIP



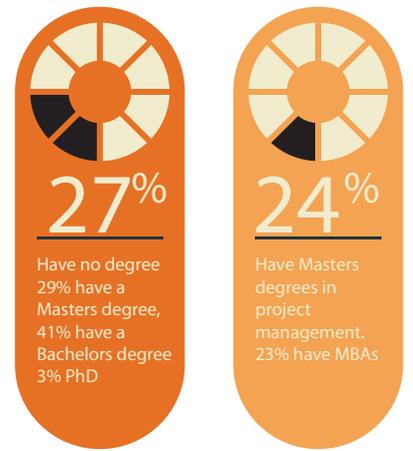
14% are members of the British Computer Society (BCS), 5% are members of SCRUM and 4% are members of CMI



## SALARY AND REMUNERATION



## EDUCATION



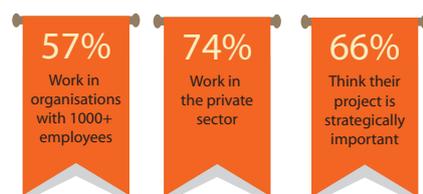
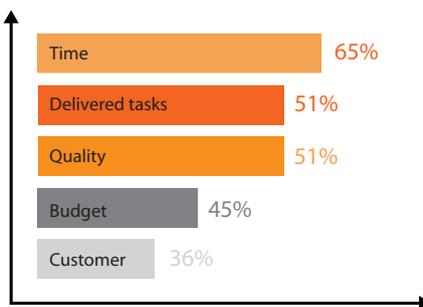
## POSITIONING



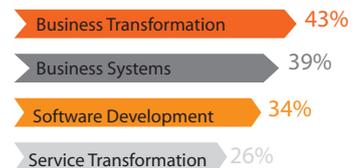
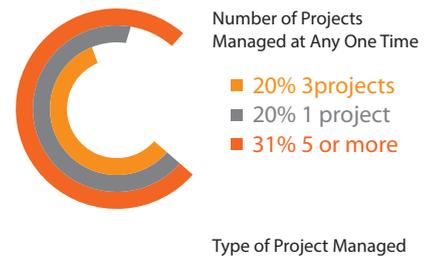
## LOCATION



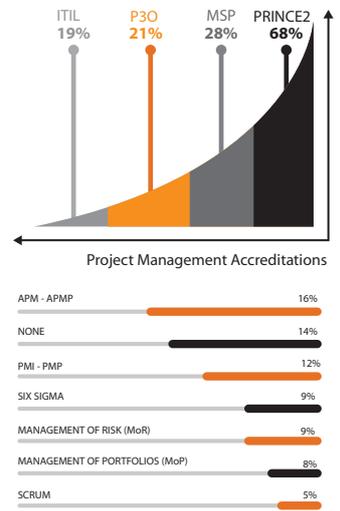
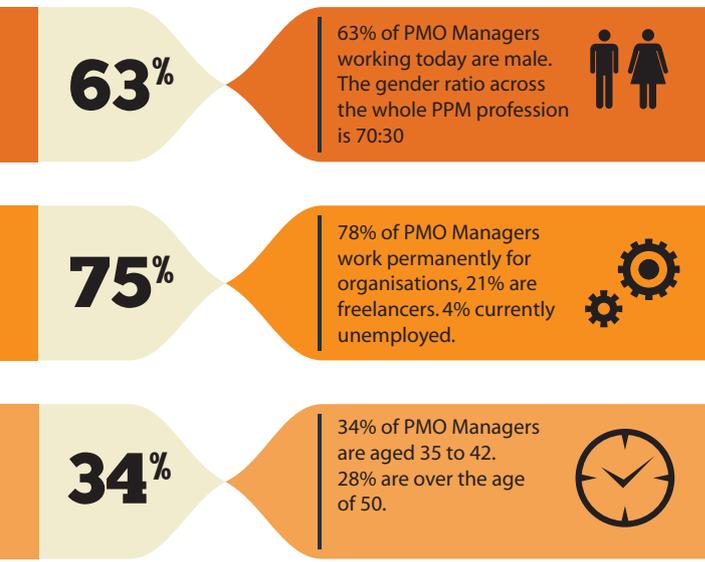
## Project Manager Measures



## ENVIRONMENT

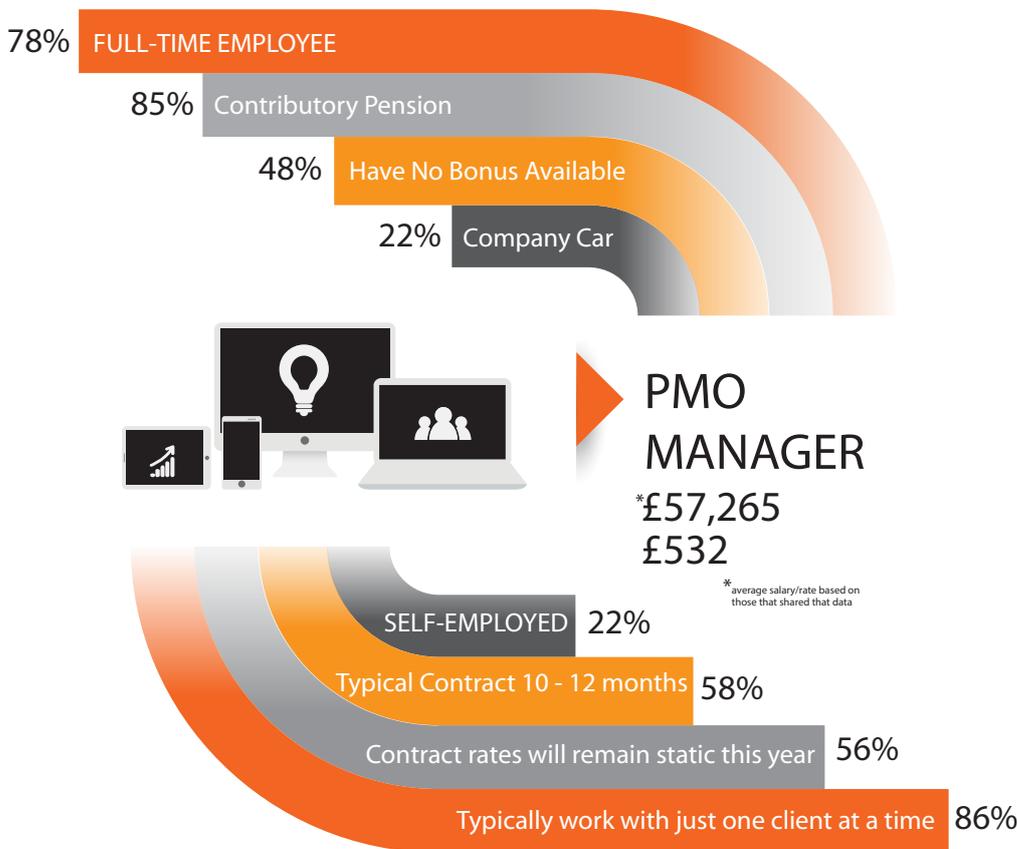


## TRAINING, ACCREDITATION, MEMBERSHIP

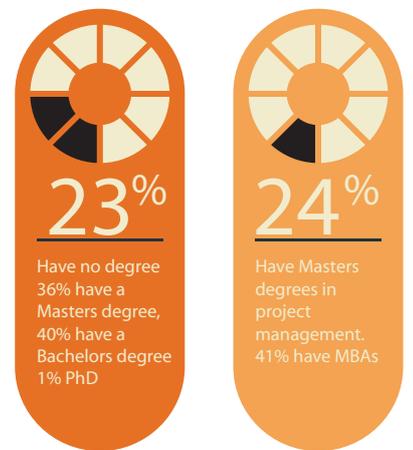


14% are members of the British Computer Society (BCS), 7% members of CMI and 1% are members of DSDM.

## SALARY AND REMUNERATION



## EDUCATION



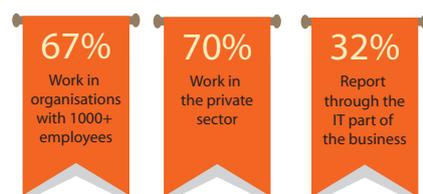
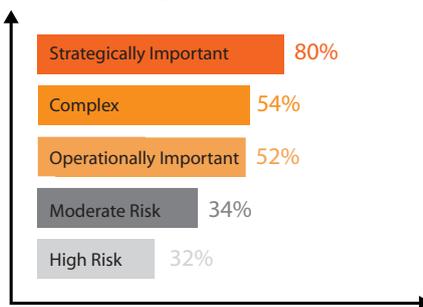
## POSITIONING



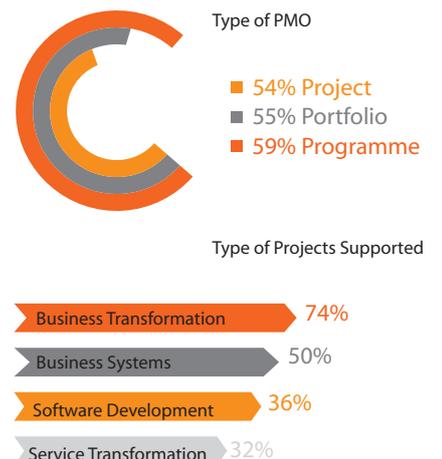
## LOCATION



## Elements of programmes/projects supported



## ENVIRONMENT



## TRAINING, ACCREDITATION, MEMBERSHIP

47%

47% of Project Support working today are male. The gender ratio across the whole PPM profession is 70:30



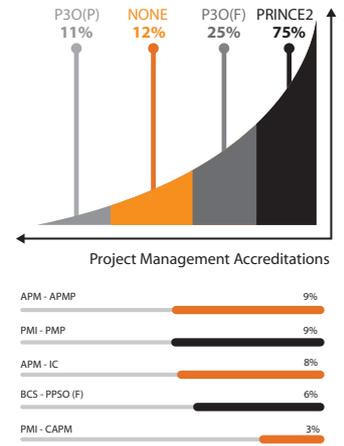
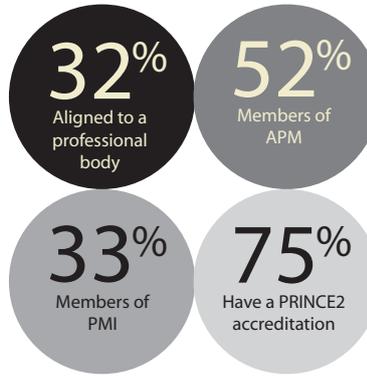
49%

49% of Project Support work permanently for organisations, 41% are freelancers. 9% currently unemployed.



25%

25% of Project Support are aged 35 to 42. 24% are aged 43 to 49. 10% are under 30.



## SALARY AND REMUNERATION

49% FULL-TIME EMPLOYEE

92% Contributory Pension

62% Have No Bonus Available

0% Company Car



**PROJECT SUPPORT**

\*£32,370  
£279

\* average salary/rate based on those that shared that data

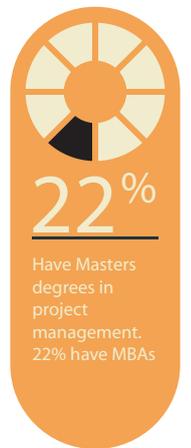
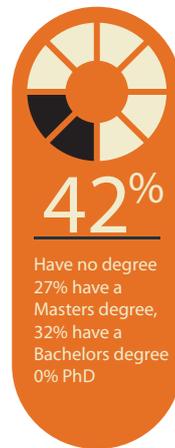
SELF-EMPLOYED 41%

Typical Contract 4 - 6 months 38%

Contract rate has remained static 45%

Contracted for 10-12 months this year 64%

## EDUCATION



## POSITIONING

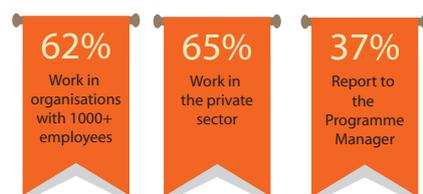
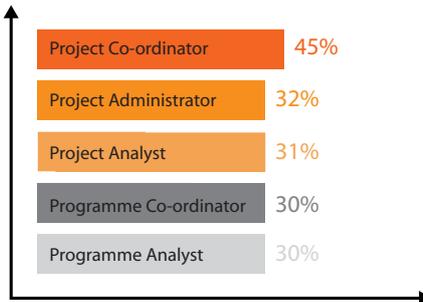


## LOCATION

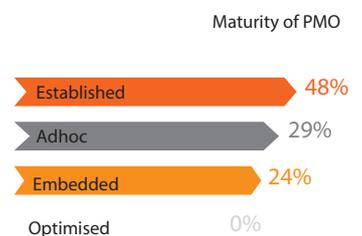
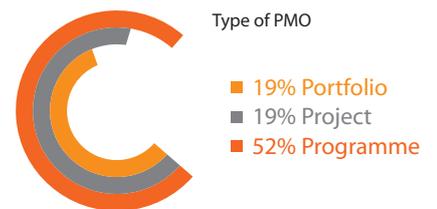


46% of project support live and work in London  
76% live and work in the South of England

### Type of Project Support Position



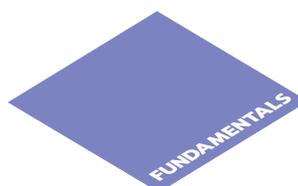
## ENVIRONMENT





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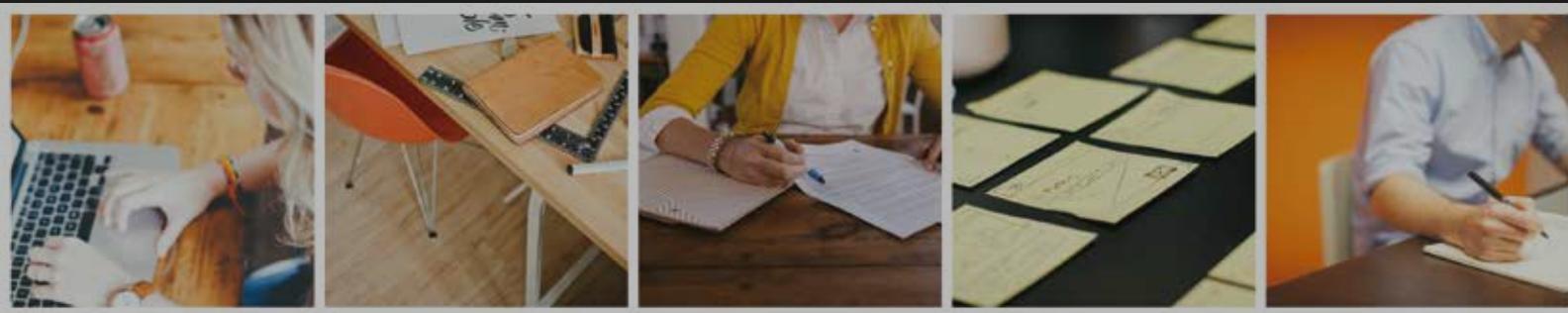
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Arras House, 47 York Street,  
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