



PROJECT MANAGEMENT BENCHMARK 2017

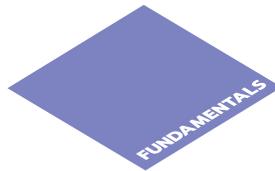
Issued February 2017





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Welcome to the 2017 Arras People Project Management Benchmark Report (PMBR).

The 2017 Project Management Benchmark Report is our twelfth annual report on the Project Management domain and once again our thanks go out to all the practitioners who contributed to the dataset, by completing our online Census.

We have had our regular contributors, many of whom have supported us over all the years, along with many new practitioners which is always great to see. Without these people taking the time to contribute, we would not be able to collate the data and paint this unique, unbiased view of the project management domain.

2016 was an interesting year with 'Project Fear' failing to dissuade the UK's voters from returning a Brexit vote; a new Prime Minister installed and then the election of Donald Trump as the President-elect of the United States of America.

At the same time the forecasted end of the world did not materialise, the UK economy confounded the experts post Brexit after stagnating in the first six months due to the economic uncertainty. The pound fell, the stock market's rose, employment rose, unemployment rose, inflation rose and interest rates dropped again.

2017 looks set to deliver more instability, with the triggering of Article 50 to commence the formal process of the UK's withdrawal from the European Union being just one of the many events that will initiate further change.

With this as the backdrop, the report is underlined by continuing austerity in the public sector and mixed fortunes in the private sector. 2016 delivered much of the same for many practitioners in terms of low, if any rises in living standards and many challenges for those working as contractors; a picture that does not look set improve in 2017.

However, the spirits remain high for the majority as we head forwards into more change, the very lifeblood of the project management domain.

I hope you enjoy the report and find it a useful benchmark for the year ahead.

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

**John Thorpe, Managing Director
Arras People, 2017**

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Our Vision:

“A world where people and organisations realise their full potential through Business Agility driven by an unrelenting focus on customer value.”



Our Mission is “to provide global leadership in promoting, supporting and enabling Business Agility” by offering advice, guidance and accredited products and services to organisations through an international network of partners.

About the Survey

The data used to create the Arras People 2017 Project Management Benchmark Report was collected during the months of December 2016 and January 2017, through an on-line survey which was marketed as the Arras People 2016 Project Management Census. This was an open survey and respondents were invited through social media channels, direct invite and the Arras People newsletter. Once again, the survey attracted responses from a global audience which totalled 2,021 with the majority identifying themselves as UK based PPM Practitioners.

Relationship to Arras:

In terms of the validity of the data set we are happy to report that the breadth of respondents was again wide and included a mix of 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 and the data provides a valid cross-section of the UK PPM practitioner community.

Respondent Relationship	2016	2015	2014
Current Candidate Database	38%	35%	16%
Non Candidate Database	40%	50%	56%
Anonymous	22%	15%	28%

Fig 1 - Respondent Status

Respondent Status:

As is shown in the table to the right respondents were segmented during the early phase of the survey. This allowed us to present different question sets to them and ensure that the responses/analysis represents a true PPM Practitioner view.

Respondent Status	2016	2015	2014
PPM Practitioner - UK Based	71%	69%	68%
PPM Practitioner - Non UK	17%	16%	23%
PPM Aligned	5%	6%	3%
Career change to PPM / Student	6%	6%	5%
PPM Recruiter /Manager	1%	2%	1%

Fig 2 - Breakdown of Respondents

Our experience over the twelve years of producing the PMBR has shown that effective segmentation is critical if results are to be representative of the PPM community. The field of PPM is so broad that without effective segmentation the results will be too generic or out of context, a feature we often see in reports which attempt to paint a picture of the PPM domain.

PPM Practitioners:

The PPM practitioner group of respondents were split 76% to 24% in terms of those who are UK based versus the rest of the world (ROW).

In terms of the UK based respondents 86% were UK Nationals, 10% EU Nationals and 4% Non-EU nationals.

As can be seen in the Fig. 3 to the right, the Project Managers made up the largest group within the overall practitioner set for both the UK (39%) and the ROW (43%).

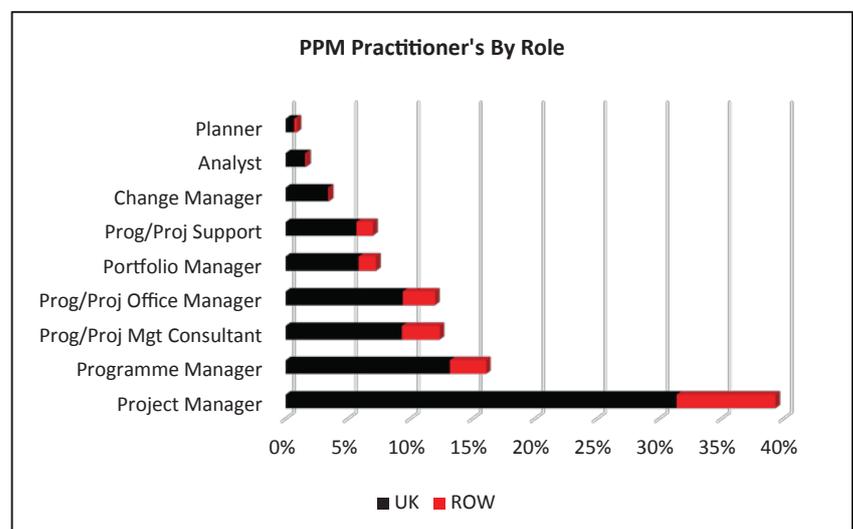


Fig 3 - PPM Practitioner Response

Role, Age and Gender:

We again used the role categories which can be seen in the Figure to the right in order to sub-divide the PPM practitioners for detailed analysis. Within each category such as Project Manager, we saw a breadth of job titles such as Agile PM and IT PM but for the purposes of this report no sub-group was large enough to warrant its own analysis.

In terms of overall spread we saw a slight decline in both Project and Programme Managers as a percentage of the UK Practitioner group, with a corresponding increase in roles around the PMO.

In terms of age distribution there has been no significant change as can be seen in the table to the right.

By gender, we again saw a slight increase in the number of female respondents though there is no significant movement from the 70:30 split which we have seen on a consistent basis.

Role	2016	2015	2014
Project Manager	39%	43%	43%
Programme Manager	16%	19%	20%
PPM Consultant	12%	12%	7%
PPM Office Manager	12%	10%	14%
Change Manager	4%	3%	3%
PPM Support	7%	5%	5%
Portfolio Manager	7%	5%	6%
Analyst	2%	2%	1%
Planner	1%	1%	1%
Age Group	2016	2015	2014
Under 34	17%	16%	16%
35 to 49	44%	46%	44%
50+	38%	37%	38%
Not disclosed	1%	1%	1%
Gender	2016	2015	2014
Male	68%	71%	73%
Female	31%	29%	26%
Not disclosed	1%	1%	1%

Fig 4 - Role, Age & Gender of UK Based PPM Practitioner Respondents

Geographical Distribution:

In terms of UK based practitioners, London was again the largest cohort accounting for 25% of our respondents. When considered with those living in the Home Counties and the South East they again accounted for over 50% of the total response set.

In terms of the rest of the UK, the South West and the Midlands maintained their positions as vying for the second hotspot for Project Management outside of London and its surrounding areas with both contributing 11% each.

The much-vaunted Northern Powerhouse has not had any impact on the survey at this point with the Northwest and Yorkshire seeing static responses with 9% and 5% respectively.

In terms of the rest of the world, we saw an increase of 9% in the number of practitioners taking part in this year's survey.

As a percentage, practitioners living in Europe made up the largest set with 27%, closely followed by those living in Sub-Saharan Africa at 24%.

In terms of individual countries, the top three contributors were South Africa which contributed 19%, followed by the USA at 11% and Australia at 7%.

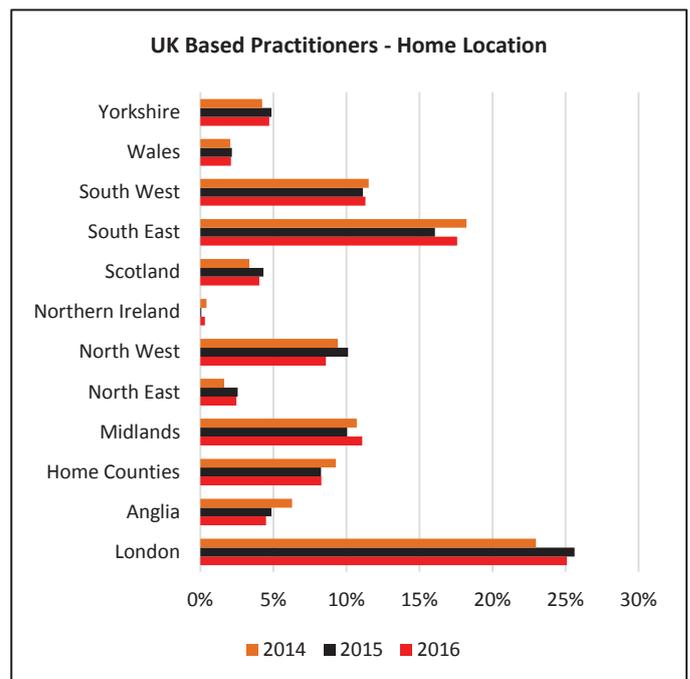


Fig 5 – Home Location UK Based PPM Practitioners

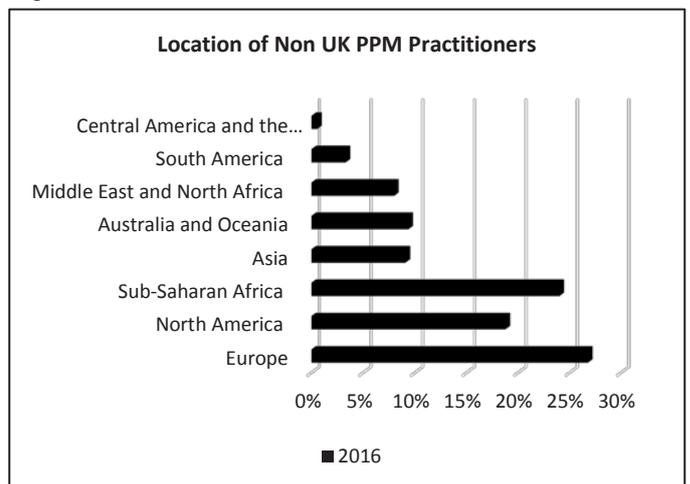


Fig 6 – Location of Non-UK Based PPM Practitioners

Chartered Status

Following the announcement in October 2016 that the Privy Council had issued an Order of Grant, which triggered the process which will see the APM (Association for Project Management) awarded a Charter; we took the opportunity to ask our respondents about this decision which occurred just short of 10 years after the process began.

We asked all respondents a simple question, “How important do you think this step is for the Project Management domain?” and then gave the opportunity to add their comments.

46% of our respondents felt that this was either Extremely or Very important. (same % for All and UK)

27% of our respondents felt that this was either Moderately or Slightly important. (32 % for UK)

26% of our respondents felt that this was either Not at All important or were Unaware. (23 % for UK)

Across the many cuts such as gender, sector and role there were slight variances around these levels as would be expected but nothing that jumped out as significant.

Some larger variances were found when the data was cut by age, with the under 50's showing a higher level of positivity than those aged 50+ . Interestingly the 50+ respondents had lower levels of those who were unaware and higher levels (x2) who expressed the opinion that it is Not at All important.

Industry Impact:

The most noticeable differentials were seen when we looked at the responses based on the industry in which the UK practitioners are working. As can be seen in Figure 9, we identified the top 15 Industries in which the respondents are currently working and then plotted the responses.

The data when cut this way offers up something that is of great concern in terms of where the support of importance is coming from. The top levels of support by Industry could almost be a heatmap of where the APM is recognised and has focus/traction. By contrast these are not the Industry sectors where the greater population of PPM practitioners are going about their work!

Most worrying in this digital age, IT – Software development has the lowest levels of support and the highest levels of ‘Not at All’ and ‘Not aware’.

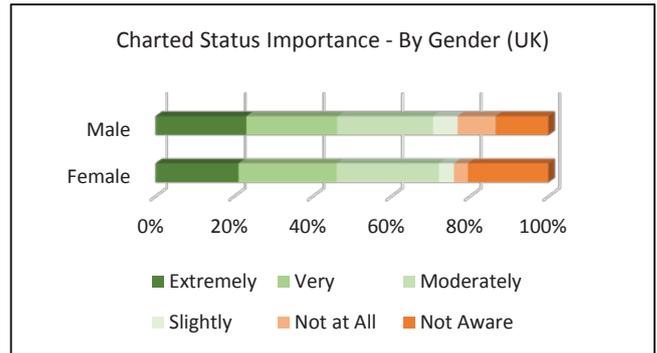


Fig 7 – Chartered Status Importance - UK Based PPM Practitioners

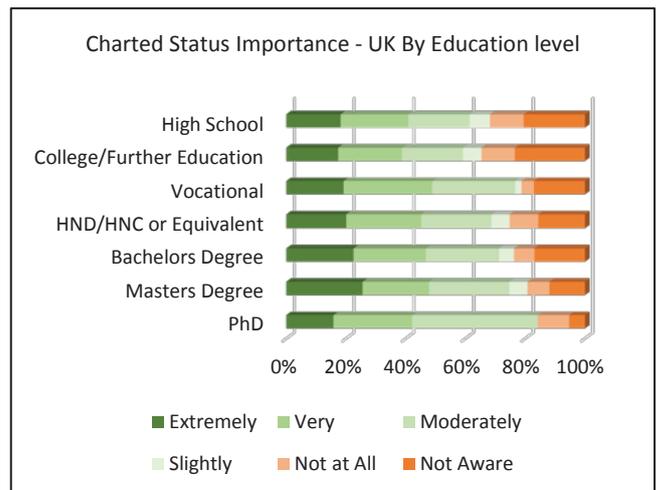


Fig 8 - Chartered Status Importance - UK Based Practitioners

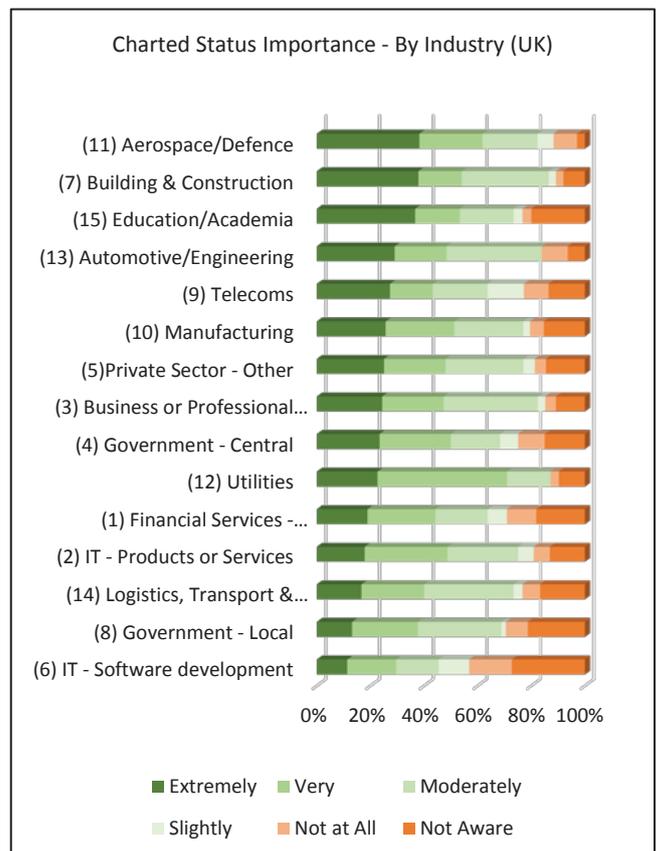


Fig 9 - Chartered Status Importance - UK Based Practitioners

The breakdown across industry seen in Figure 9, is also reflective of the data issued by the APM in their Salary and Market Trends Surveys (2015/2016) which show Aerospace & Defence and Building & Construction as their two largest sectors accounting for 25% of respondents compared to 7.8% in the PMBR and broadly reflects their membership. Whilst the fact that Financial Services – Banking/Insurance consistently top the Industry listing in the PMBR (11%), it is not driven by the Arras People business activities, as this industry sector has never accounted for more than 5% of turnover.

The Chartered Challenge:

In many ways the journey is just about to begin and the APM have many challenges ahead as they look to implement the procedural, legal and accounting transition to re-constitute itself as a Chartered body. Not only will there be the need for internal change, but the needs and wants of the stakeholders will need to be addressed as will the wider challenges of meeting its obligation of working in the public interest.

Along with their commitment to raise standards of project delivery, enhance the status of the profession to improve our economy and society, and facilitate collaboration and research to develop the practice and theory of delivering beneficial change, they will also need to settle on the criteria for admission to its planned register of Chartered project professionals.

A broad selection of comments from respondents below help paint the picture:

“Regarding the above question ... providing membership focuses on those that do not just have theoretical knowledge that can be gained from text books and classrooms. Most of the poorly performing PMs I have experience of have multiple accreditations and qualifications but can't actually deliver anything useful because they do not understand how to implement into a human environment with all the complexities that brings with it. I keep my accreditations up to date because I need to to get through any sift ... I actually think they add little or no value!”

“It will provide a much clearer understanding of PPM professionalism to the wider population and to recruiters and senior managers”

“It is a great move and much needed however in doing so APM needs to transform itself and position to be the go to body for things related to Project, Programmes, Portfolios and Organisational Change.”

“Really pleased about this. But Chartered Project Professional doesn't sound very sexy....”

“I have been involved with 2 other bodies getting chartered status. In both cases it was hard to keep the enthusiasm for qualifying as a chartered member high after about 18 months. The APM needs to plan ahead for this dip.”

“I hope that it will enable APM to become more active in the PM community across more organisations to aid, develop and learn more about PPM.”

“Getting chartered MUST cover the full range of types and levels of project management. It cannot just play to the traditional types of project management - must represent change managers, analysts, agile etc..”

“Important for those in it. I doubt it will be of great importance to those outside it.”

“Just means a gravy train for the APM ! they make enough already from....”

“I prefer the Project management approach taken by the PMI and see the chartership of APM which is very UK based as a retrograde step and an opportunity missed.”

“If you're into badge collecting I'm sure this is good news; however I'm not much of a Blue Peter fan.”

As a broad church, the field of Project Management has a broad stakeholder group and many challenges, lets hope that it is remembered that the Charter is for Project Management and not just Project Managers.

Off-Payroll Workers

2017 is set to see another significant change as the UK Government presses ahead with its changes to the working landscape in the Public sector. In an unprecedented change the Government is looking to overwrite elements of both Employment Law and Company Law by using the Tax Laws to change the way workers are treated when working in the Public sector. A change scheduled for 5th April 2017, though it is yet to pass through Parliament.

The change will mean that contractors operating through a limited company and deemed to be a PSC (Personal Services Company) will no longer be in control of deciding if their assignments are caught up by the IR35 legislation. Instead, the hiring organisation will have to make the decision about the status of all roles offered. Based upon that decision, any contractor that accepts a position that is deemed as “within the legislation” will have their invoices subjected to PAYE deductions at source as well as Employers National Insurance becoming due. They will be deemed under Tax laws to be Employees, but accrue no Employment rights as per Employment legislation. The liability for deduction and payment of all money due will fall upon the organisation paying the PSC, be that the hiring organisation, an Agency or any other third party.

This is a significant change that will impact the UK’s PPM practitioners and the organisations that hire them so we thought it worthy of inclusion in this year’s PMBR.

The Hirers View:

We asked those responsible for hiring PPM practitioners a number of questions to understand their current thinking about the proposed changes in legislation the results of which can be seen in the tables to the right hand side.

Overall 76% of the respondents indicated that their organisations use Off-Payroll workers (Contractors/Freelancers) of which 64% unsurprisingly indicated that they do so as it allows them to flex their workforce based upon levels of demand. This coupled with the fact that the workers engaged in this manner come with no long term commitment (57%) and provide access to key skills that they do not have in their business (50%).

In terms of engagement methods we saw similar levels between those engaging directly and those using the services of an Agency.

Why do you use Off-Payroll Workers	Total
Allows the business to flex its workforce based on demand	64%
Easier to hire and fire - No long term commitment	57%
Gives access to key skills that are not available within the business	50%
Cheaper than taking on employees	21%

Fig 10 - UK use of OPW

Impact of Proposed Changes	Total
Increased costs	67%
Loss of staffing flexibility	33%
Reduction in available talent pool	33%
Additional administrative burden	22%
Contractors leaving current assignments	22%
None	11%

Fig 11 - UK OPW Concerns

Level of Concern about Proposed Changes	Private	Public	3rd Sect
Extremely concerned	25%	33%	0%
Very concerned	0%	33%	0%
Moderately concerned	38%	0%	33%
Slightly concerned	0%	0%	33%
Not at all concerned	0%	0%	33%
Not aware of this	38%	33%	0%

Fig 12 - UK Concern OPW

When asked about the potential impact of the changes on their organisations, increased cost (67%) came out on top of the pile as the legislation will potentially have direct as well as indirect costs. Loss of flexibility and a reduction in the available talent pool came next, both with 33% a major concern for the Public sector as contractors will potentially have the option of moving into the Private sector.

Levels of concern were naturally higher within the Public sector where the implementation is planned to happen. Whilst 66% being concerned is not unexpected, 33% being unaware of this significant change is a major concern and possibly indicates that the preparation for implementation is not at a level required to meet the April 2017 deadline that the Government has decided upon.

The Workers View:

We asked the UK based practitioners who currently operate as contractors if they were aware of the proposed changes to the Off-Payroll Worker legislation. As anticipated the levels of awareness were higher in the Public sector, though 23% said they were unaware. The under 35's had high levels of unawareness at 70% and by gender the female respondents reported higher levels of unawareness than the males.

In terms of those currently working in the Public sector who anticipate the new legislation to impact them, 38% said Yes, 16% No and given the current confusion around the implementation an unsurprising 46% are currently unsure.

Worker Intent:

The concerns expressed by the hirers are re-enforced by the responses provided by the workers as they look forward, as we can see in Fig. 15.

33% of the workers say they will be looking for an increase in rate to cover some of their potential losses which will increase Public sector costs. Perhaps more worrying is that 60% of the workforce will look to withdraw their labour from the talent pool.

Such a level of withdrawal will leave the Public sector with some major resourcing challenges and ultimately increase costs if the shortfalls have to be covered by workers supplied by the big 4 consultancies.

Private Sector Next?

Although there is no stated intention to roll-out this legislation across the Private sector, it is hard to see this not happening once the legislation and associated procedures are bedded in. A HMRC official stated in a meeting that "getting our house (Public sector) in order is essential before we move forward".

With this in mind we asked the Private sector respondents about their levels of concern (Fig. 16). As can be seen there are 26% Very, 35% Moderately and 19% Slightly concerned that they may be next in line.

In common with their peers in the Public sector, "putting up with a reduced income" comes at the bottom of the intentions list.

All of this adds up to a challenging world ahead for PSC contractors and also organisations that look to engage their services and reinforces the need for a root and branch review of working practices in the 21st Century.

Aware of Proposed Changes	Private	Public	3rd Sect
Yes	65%	77%	65%
No	35%	23%	35%

Fig 13 - OPW Aware

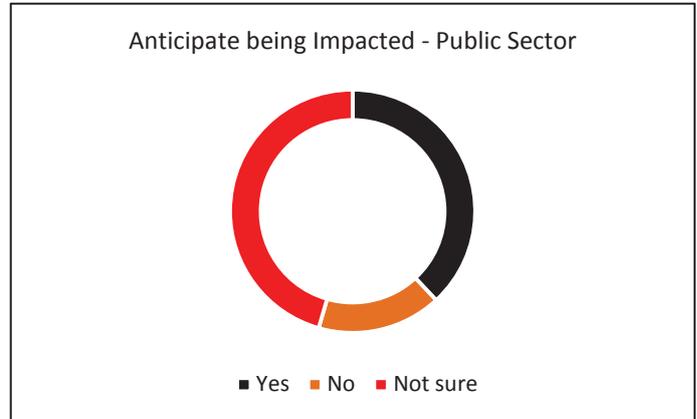


Fig 14 – OPW Anticipated Impact

Practitioner Intentions	Public
Look for an increase in rate to cover the new deductions	33%
Look for an assignment in the private sector and then leave	28%
Will immediately leave my public sector assignment	17%
Will look to move into a permanent role	15%
Will continue and live with the reduced income	7%

Fig 15 - OPW Public Sector

“a populist sop to appear to be dealing with ‘tax avoidance’”

Private Sector Worker Concern	Private
Extremely concerned	10%
Very concerned	16%
Moderately concerned	35%
Slightly concerned	19%
Not concerned at all	21%

Fig 16 - OPW Private Sector

“it will drive up costs generally for the Government/Public Sector”

Private Sector Intention	Private
I will be fine as I operate outside of IR35	37%
I will need to increase my day rates	12%
I will have to put up with a reduced income	3%
I will close my company and look for permanent work	4%
I have no idea at this point	44%

Fig 17 - OPW Private Intent

“this will be less relevant to true contact work”

Career Breaks

As a recruiter we often have discussions with candidates about returning to work after a career break or have to spend time unravelling candidates CV's as they try to hide the fact they have had one! So, this year we decided to ask our respondents some questions that may help lift the lid on this apparently tricky subject.

We started by identifying the UK based practitioners who have taken a career break of 3 months or more which provided a 24% response in the affirmative, a figure that was similar across gender.

Breaking this data by age group as we can see in Fig. 19, the levels of those who have taken a career break as a percentage of the total increase with age.

When looked at by age and gender the results show an interesting distribution change in the 35-42 group where females having taken a career break increases to 25% compared to 14% for males. Similarly we see a significant difference in the 43-49 grouping where females having taken a career break increase to 31% compared to 23% for males. Those under 30 and over 60 also record a difference with males having taken a career break recording a higher frequency than their female peers.

Reason for Career Break:

We asked why practitioners have taken a career break (Fig. 20) and can see an interesting spread of reasons and combinations. As anticipated the female practitioners reported childcare and caring significantly higher than their male peers with these two categories accounting for 40%, compared to 20% for the males. At the other extremes males recorded higher levels than females when it comes to sickness and building/renovating property.

Long term impact on career:

We asked practitioners if they felt their career break had had a long term impact on their career which reported 37% of males saying yes compared to 28% of females.

Analysis of the comments that explained this impact into either positive or negative, 78% of females suggest that it was negative compared to 38% of males. Of these females 71% took a break to raise a family.

The other major negative expressed by respondents was the suspicion both agencies and employers have around career breaks and the difficulties restarting a career. On the positive side practitioners felt they came back to the workforce refreshed for the work ahead.

Taken Career Break > 3 Months	Female	Male	All
Yes	25%	24%	24%
No	75%	76%	76%

Fig 18 - CB Taken

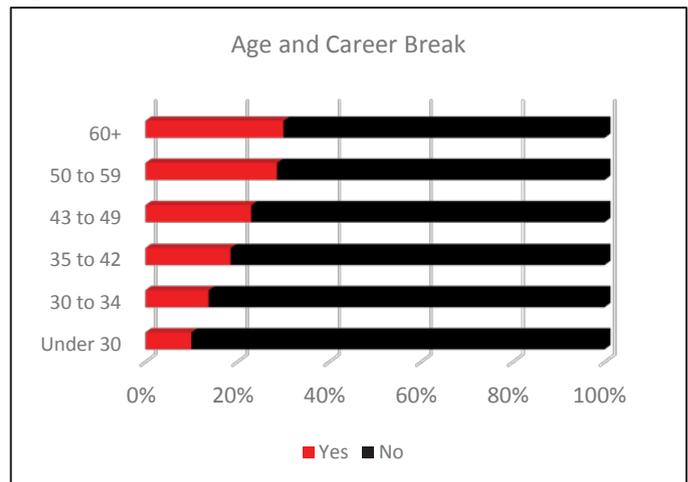


Fig 19 – CB Age Compare

Why did you have Career Break	Female	Male	All
To take a well earned break	27%	34%	32%
To Travel	32%	27%	29%
Education/Self development	17%	22%	21%
Raising a family (childcare)	27%	9%	15%
To care for family (sickness)	12%	11%	12%
Asabbatical	6%	14%	12%
To build/renovate a property	7%	13%	11%
Other	5%	10%	9%
Voluntary/Charity work	7%	6%	7%
Health & Medical reasons	1%	6%	4%
To write a book	1%	3%	2%

Fig 20 - CB Why

How long a Career Break	Female	Male	All
6 months or less	43%	55%	51%
7 to 12 months	37%	28%	31%
1 to 2 years	17%	12%	14%
2 to 5 years	2%	5%	4%
More than 5 years	0%	1%	0%

Fig 21 - CB Duration

Did CB have a long term impact?	Female	Male	All
Yes	28%	37%	34%
No	53%	47%	49%
Not sure	19%	16%	17%

Fig 22 - CB Impact

Long Term Impact was:	Female	Male	All
Negative	72%	38%	46%
Positive	28%	62%	54%

Fig 23 - CB Impact was

PPM Accreditation

Over the many years that we have been producing the PMBR we have tracked the most popular PPM accreditations that our practitioner respondents have been collecting. By way of a change, this year we decided to ask our respondents to identify their most valuable accreditation and which accreditation they would most like to have.

As Fig. 24 shows, the number of practitioners with no PPM accreditations remains constant for both the UK and the Rest of the World (RoW). The Axelos stable of PPM accreditations come in at number one for the UK with PMI (Project Management Institute) at number one for the RoW. Interestingly the percentage for most valued are significantly lower than the previous figures returned for those that have attained accreditations, and 10% of those with PPM accreditations in the UK do not see any as most valuable.

Most Valued?

As we can see in Fig. 25, the UK based practitioners responses reflect the major providers of PPM accreditation in the UK with Axelos, APM and PMI all in the top five. Looking across the PPM role categories the Axelos offerings have a significantly higher rating than any other offering. The table may also offer suggestions where gaps appear in each stable offerings in terms of POM (Programme/Project Office Manager) and CM (Change Managers). The CM's are an interesting case with 23% saying none are valued and Lean/6 Sigma and Prosci have a higher showing.

Breaking the Axelos and APM offerings down into individual titles we can see that PRINCE2 is top of the list for all practitioners with the exception of PgM (Programme Managers) who chose MSP. Agile returns are unexpectedly low across the board, given the hype being generated within the project management domain over the last few years.

For the APM offerings we see levels much lower than the Axelos products in terms of most valuable. One point of interest being RPP (Registered Project Professional) which has higher returns for PfmGr (Portfolio Manager) and Con (Consultants) who presumably are looking to attain Chartered Status.

Most Wanted?

As we can see in Fig. 28, the UK based practitioners still have a desire for further accreditation over and above those they already have. Agile accreditation makes a showing in this table but still the potential demand is not overly significant when compared to the traditional areas of accreditation. The RPP from APM is also suprisingly low.

Provider	UK	RoW
Axelos	42%	14%
No PPM Accreditation	17%	22%
APM	12%	1%
None valued	10%	7%
PMI	6%	35%
Other	4%	8%
Agile	2%	2%
Masters	2%	2%
MBA	1%	0%
Mix	1%	0%
Lean	1%	0%
APMG	1%	0%
BCS	1%	0%
Degree	1%	0%

Fig 24 - Most valued PPM Accred

Provider	PfmGr	PgM	PM	POM	Con	CM
Axelos	37%	46%	45%	51%	43%	19%
No PPM Accreditation	14%	15%	19%	7%	17%	19%
APM	12%	13%	15%	11%	11%	8%
None valued	14%	11%	6%	12%	9%	23%
PMI	5%	4%	6%	8%	6%	2%
Other	4%	5%	2%	2%	4%	8%
Agile	2%	1%	2%	1%	3%	0%
Masters	3%	2%	1%	3%	1%	2%
MBA	3%	1%	0%	1%	2%	2%
Mix	2%	0%	1%	1%	1%	0%
Lean	0%	0%	0%	1%	1%	8%
APMG	1%	0%	0%	1%	0%	4%
Prosci	0%	0%	0%	0%	0%	8%

Fig 25 - Most valued PPM Accred by Role

Axelos Provided	PfmGr	PgM	PM	POM	Con	CM
PRINCE2	12%	18%	39%	21%	25%	13%
MSP	8%	24%	4%	13%	14%	4%
P30	9%	0%	0%	13%	0%	0%
MoP	6%	0%	0%	3%	1%	0%
ITIL	0%	0%	0%	0%	1%	2%
MoR	2%	1%	0%	0%	1%	0%
P2 Agile	0%	0%	0%	1%	1%	0%
MoV	0%	1%	0%	0%	0%	0%
No PPM Accreditation	14%	15%	19%	7%	17%	19%

Fig 26 - Axelos PPM Accred by Role

APM Provided	PfmGr	PgM	PM	POM	Con	CM
APMP	3%	3%	8%	5%	2%	6%
APM	1%	4%	4%	1%	4%	0%
CAPM	0%	0%	0%	0%	1%	0%
MAPM	3%	3%	1%	3%	1%	0%
PMQ	0%	0%	1%	1%	1%	0%
PQ	0%	0%	0%	0%	0%	2%
RPP	4%	2%	1%	1%	3%	0%
No PPM Accreditation	14%	15%	19%	7%	17%	19%

Fig 27 - APM PPM Accred by Role

Area of Study	PfmGr	PgM	PM	POM	Con	CM
None	31%	38%	23%	26%	24%	40%
Programme	4%	14%	7%	5%	6%	8%
Agile	5%	2%	10%	5%	8%	2%
PRINCE2	4%	3%	6%	3%	4%	2%
PMP	1%	3%	7%	3%	4%	0%
P30	5%	0%	1%	22%	2%	0%
Other	2%	6%	3%	5%	4%	6%
Portfolio	17%	4%	0%	4%	4%	0%
APMP	0%	0%	2%	2%	4%	2%
RPP	3%	2%	2%	2%	1%	0%

Fig 28 - Desired Accreditation

PPM Domain and Gender

With gender balanced workforces again making many high profile stories in the news during 2016; we took the opportunity to ask our PPM practitioners a few questions about their views on gender equality and the impact of gender within the PPM domain.

Our starting point centred around the data gathered over the last 12 years which has shown an average gender split of 70:30 in terms of males to females across the total population of practitioners. This figure has shown some slight deviations, though to date no significant shift. Many argue that this split is to be expected, as it is driven by the fact that for many practitioners PPM is a second career; where the feeder professions such as construction and engineering are in themselves male dominated.

To get the ball rolling we asked respondents a simple question, “Do you see PPM as a gender biased profession?”.

As we can see in Fig. 29 whilst overall 63% said no, within the female cohort that figure reduced to 46% and in the male cohort it rose to 71%. Amongst the female cohort, 39% said they believe that PPM is a gender biased profession, compared to 20% of the males.

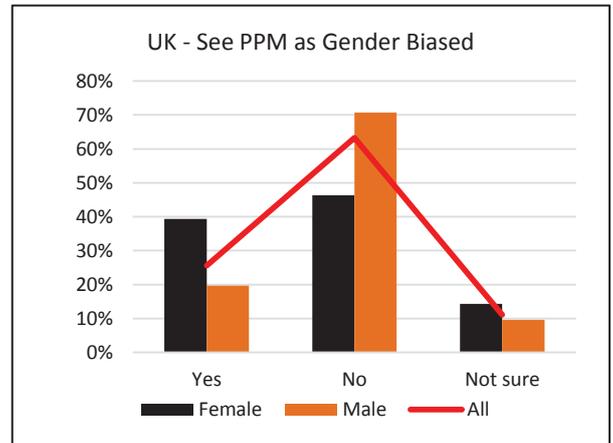


Fig 29 – UK Practitioner Gender Bias

Our second question asked our respondents if they “feel that any aspect of your work life is defined by gender stereotyping?”

As we can see in Fig. 30, overall 79% said no, with this figure increasing to 87% for males and falling to 62% for the females.

Of those respondents who felt that they were impacted by gender stereotyping, “by my colleagues and organisation” gained the highest response for both females and males with 22% and 5% respectively. Second on the list was “by my colleagues” for females with 8% and third was “by my organisation” at 6%. For male respondents these were switched with 4% saying “by my organisation” and 3% “by my colleagues”.

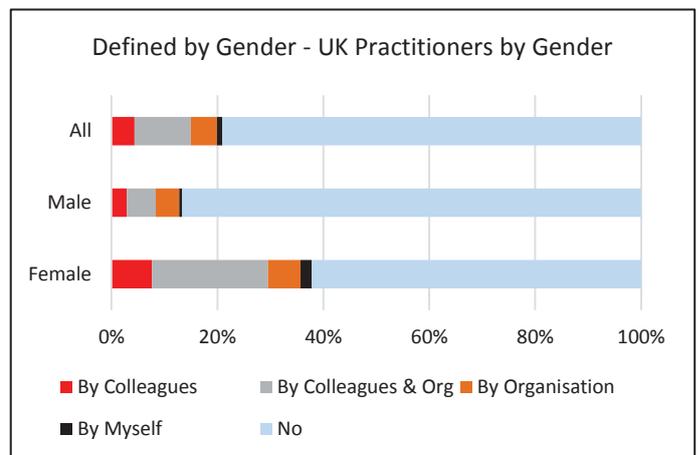


Fig 30 – Gender defined by Gender

When analysed by age, we see some interesting but maybe not unexpected results from the respondents. Those who feel that their work life is impacted by gender stereotyping by colleagues is at its highest amongst those under 35 and then decreases across the subsequent age brackets.

The under 35's also report colleagues and organisation highest with decreases across the subsequent age brackets.

Those reporting the organisation is pretty much consistent across all the age ranges.

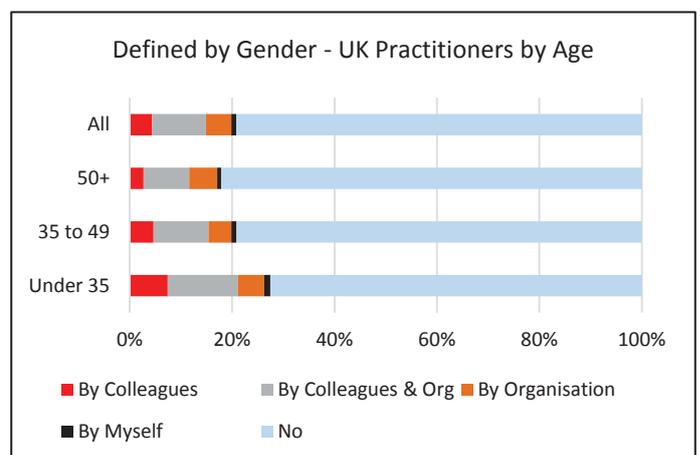


Fig 31 – Gender defined by Age

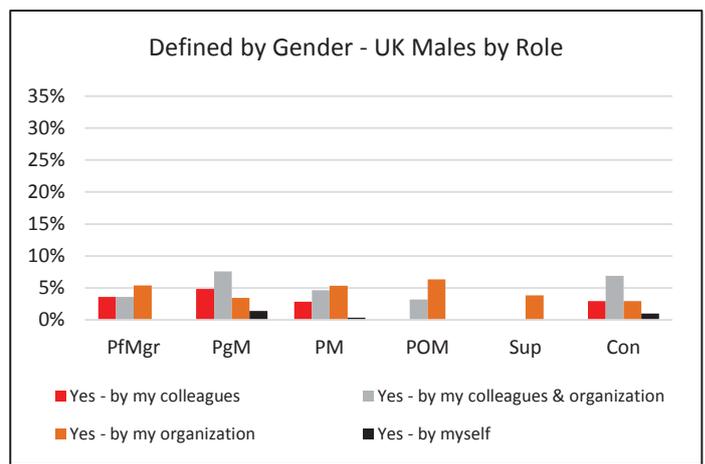
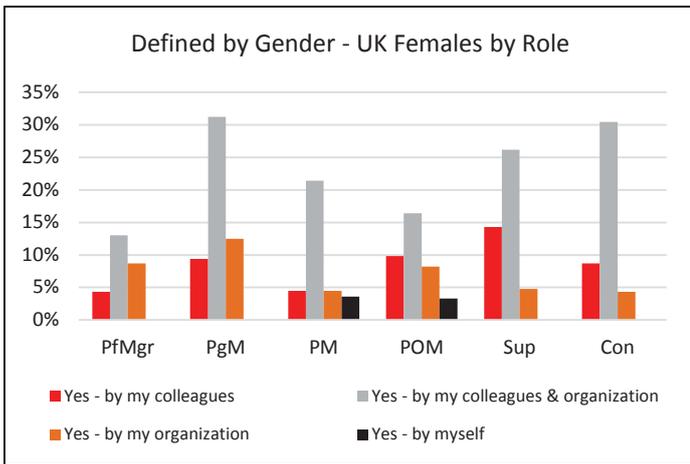


Fig 32 – Female Gender defined by Role

Fig 33 – Male Gender defined by Role

In a final cut Fig. 32 shows the female responses broken down by role and Fig. 33 the male responses broken down in the same way. Shown on the same scale the figures paint a startling picture of the differentials across gender to this question.

Career Limiting:

We then asked our respondents the following question, “Assuming that you have the required levels of Education, Knowledge, Training, Experience and Skill, do you feel that any other external factors have limited your own ability to progress your career?” This was a multi-select question.

As can be seen in Fig. 34, the responses when broken down by gender show quite significant differences. Overall 39% of the UK based respondents said that nothing had impacted their career progression, which increased to 44% for the males and fell to 32% for the females.

Conscious or Unconscious bias was the highest response from the female respondents with 44% indicating that this has impacted their career progression. They also indicated that the glass ceiling and sticky floor were issues at 19% and 12% respectively. For the male respondents, quotas was the only category where they recorded a higher response than the females with 9% and 7% respectively.

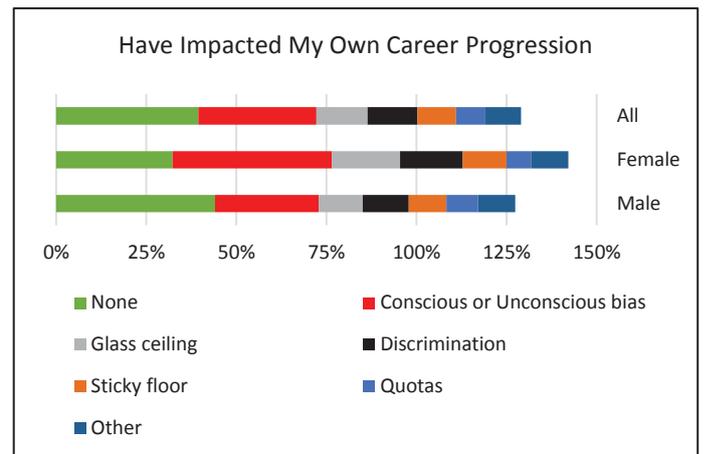


Fig 34 – Impacted Career by Gender

Personal Choice:

The final question we asked in this series was to understand if respondents thought personal choice is all too often ignored when gender equality targets are set by Governments and organisations. After all, individuals own their labour and ultimately their career.

As can be seen in Fig. 35, 36% of our respondents agreed that it is. Amongst the males 33% have seen others or have themselves taken a decision to limit their own career, whilst for the females this figure increased to 45%.

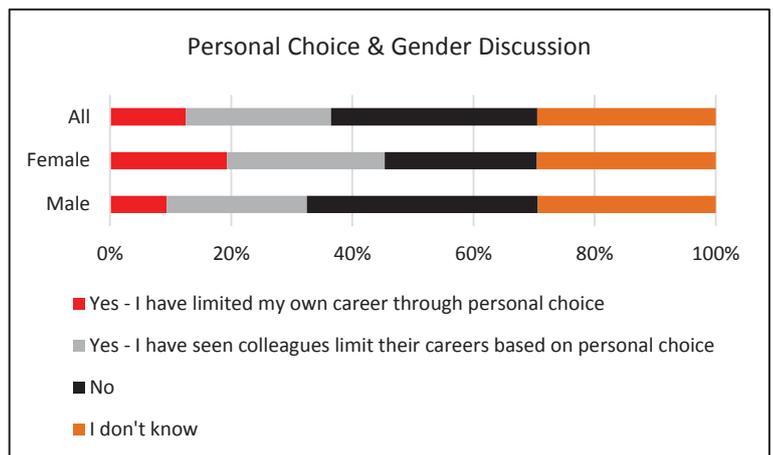


Fig 35 – Personal Choice in Career by Gender

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PPM – Career of First Choice

Over recent years the field of Programme and Project Management (PPM) has been positioned as a ‘career of first choice’ as more Universities have offered Degrees and Masters in the subject areas. This idea has also been promoted in the UK with the introduction of Modern Apprenticeships in project management.

This push to ‘career of first choice’ is in stark contrast to the historical view that PPM practitioners would come to their positions as a second career, having already established themselves within the domain or discipline of their first career. As such, the demographic profile by age has always been dominated by the older end of the scale.

So, for the first time we asked our respondents to identify if PPM is in fact their first career or their second to see if this ‘choice’ is having any immediate impact. Just as importantly this will also allow us to set a benchmark for any future data to be compared against.

Taking into account all the responses the global picture shows a 70:30 split in favour of second career; this moves to 72:28 for just the UK respondents and 68:32 for our respondents from the rest of the world (RoW).

When the UK respondents are cut by age, as in Fig. 37, we can see that the percentage of the population in a first career are certainly higher amongst those under the age of 42. As an overall number though, they are lower accounting for 43% of the respondents.

In the under 34’s we see a wider gap and the actual number is higher, accounting for 54% of the respondents, so maybe the career of first choice is taking traction?

Across other areas the data does not give any unexpected or substantial differences between the two sets of practitioners. One point of note is a slightly higher percentage of first career practitioners in the under £40k pay scale at 31% compared to 27% for the second career respondents.

Time will tell, but at this point we have a reference from which to monitor any future developments in this area.

	1st Career	2nd Career
All Practitioners	30%	70%
Role Splits	1st Career	2nd Career
PfMgr	30%	70%
PgM	32%	68%
POM	36%	64%
PM	27%	73%
CM	24%	76%
Sup	29%	71%
Con	30%	70%
Global Splits	1st Career	2nd Career
UK National	28%	72%
All Working in UK	29%	71%
Working in RoW	32%	68%
Regional Splits	1st Career	2nd Career
Asia	65%	35%
Australia and Oceania	24%	76%
Europe	34%	66%
Middle East and North Africa	26%	74%
North America	16%	84%
South America	42%	58%
Sub-Saharan Africa	31%	69%

Fig 36 - Career of first choice demographics

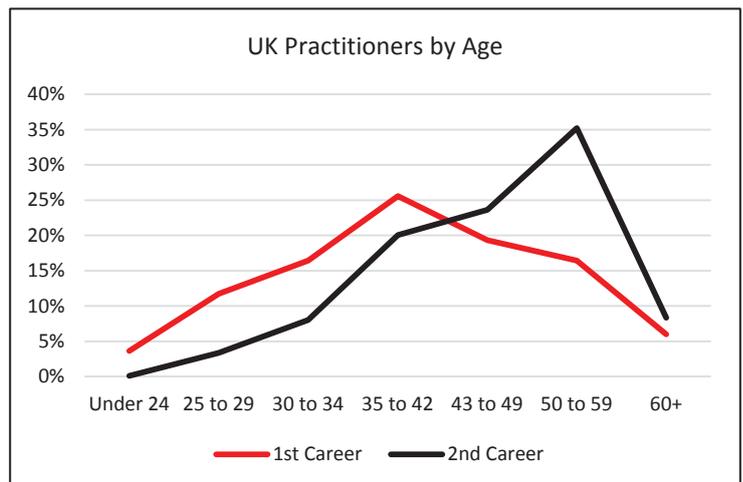


Fig 37 – Career of First Choice – UK by Age

UK - Status	1st Career	2nd Career
Freelancer	24%	76%
Employee	33%	67%
Unemployed	35%	65%
UK - Sector	1st Career	2nd Career
Private Sector - For Profit	31%	69%
Public Sector - Government	25%	75%
Third Sector - Not for Profit/Charity	16%	84%
UK - Organisation Size	1st Career	2nd Career
<7 Employees	22%	78%
7 to 49 Employees	33%	67%
50 to 249 Employees	28%	72%
250 to 1,000 Employees	23%	77%
>1,000 Employees	31%	69%

Fig 38 - Career of first choice Working

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Unemployed PPM Practitioners

With UK unemployment as a whole continuing in a downward direction during 2016, we once again took a snapshot of those PPM practitioners who identified themselves as unemployed when participating in the survey.

The ONS (Office for National Statistics) reported in the latest figures for the three months to November 2016, that UK unemployment at 4.8% was steady and at an 11-year low. However, for the second month in a row the number of people actually in work declined by 9,000 to just over 31.8 million; the first time that we have seen consecutive falls since mid-2015. Figures that some suggest, shows that the labour market growth of recent years is grinding to a halt.

In terms of our respondents, the unemployment figure remained consistent year-on-year at 6% for UK based practitioners. Interestingly this year the UK Nationals figure dropped by 2% yet the EU Nationals figure increased by 10%.

In terms of regional spread, London based practitioners accounted for 33% of the total with half of these being EU Nationals. The South West had the second highest number with 12%, followed by the South East and the North West which each accounted for 10% of the total number.

Respondents reporting long term unemployment i.e. greater than 12 months dropped substantially in this years survey, down 11% to 18% which may be due to practitioners leaving the available labour pool. At the same time practitioners reporting unemployment of between three and twelve months increased substantially which may indicate a tightening UK job market.

Same Challenges for Unemployed:

When asked about their challenges in gaining employment the respondents again reported that securing interviews is the biggest challenge, followed by finding suitable roles that align to their skills and experience.

Unemployed Confidence and Brexit:

The confidence heading into 2017 responses from the unemployed practitioners have shifted for those not feeling negative, as can be seen in Fig. 40. After the 2016 Brexit vote, we asked our respondents if the result had impacted their level of confidence; 62% reported that it had not, whilst 25% reported that it had, negatively. A further 9% reported that their confidence had been impacted positively whilst 4% did not want to share this information.

“Despite claims to the contrary we live in an ageist culture here in the UK”

Domiciliary Status	2016	2015	2014
UK National	78%	80%	92%
EU National	19%	9%	5%
Non UK/EU National	4%	11%	3%
Age			
<34	10%	10%	10%
35 to 49	40%	40%	28%
>50	49%	48%	61%
Gender			
Male	70%	70%	77%
Female	30%	30%	21%
Previous Sector			
Private	80%	72%	73%
Public	15%	16%	20%
Charity / NFP	5%	12%	7%
Previous Status			
Employee	78%	66%	78%
Contractor / Temp	22%	26%	18%
Years PPM Experience			
<1 Year	10%	8%	6%
2 to 3 Years	6%	14%	7%
4 to 5 Years	8%	7%	9%
5 to 10 Years	20%	11%	19%
10+ Years	56%	60%	59%
Period of unemployment			
< 3 Months	33%	38%	32%
3 to 6 months	27%	16%	25%
7 to 12 Months	23%	16%	15%
>12 Months	18%	29%	28%

Fig 39 - UK Unemployed Practitioners

“I had anticipated it being easy to find a contracting job, given my years of experience and delivery reputation.

Not so!”



Fig 40 - UK Unemployed Confidence

25% of UK practitioners say their confidence was negatively impacted by BREXIT

UK Economic Climate

With the latest initial estimate from the ONS (Office for National Statistics) showing that the UK economy grew once again in the final quarter of 2016, the much anticipated, immediate economic slowdown of the UK economy following the Brexit vote has not materialised.

The UK economy grew by 0.6% in the latest figures for October to December, meaning that for the year a growth figure of 2% was recorded, which whilst healthier than many predicted is still down on the figures recorded for 2015 and 2014 (2.2% and 3.1% respectively).

With this post Brexit bounce in mind, we asked our UK based respondents about their views in respect of the organisation where they are currently working as we head into 2017.

As can be seen in Fig. 41, the numbers feeling buoyant once again dropped year on year, down from the high point recorded heading into 2015 following the challenges of the great recession. Those anticipating contraction or hard times increased slightly, though again to nothing like the figures seen in the recessionary period where they topped 23% and 16% respectively. Steady as she goes, seems to be the message with 58% suggesting neutral or steady.

In terms of the immediate Brexit impact, we asked our respondents what impact, if any, the outcome of the vote had had within their organisations. As we can see in Fig. 44, there were slightly differing responses from those working in the Public and Private sectors. Overall 37% said there is no impact; 36% have seen no immediate impact but anticipate a detrimental one; whilst 12% anticipate that any impact when it arrives will be positive. In terms of immediate impact, 3% said it has been positive to their organisation whilst 12% said it has been negative.

In terms of outlook for organisations hiring new PPM practitioners during 2017, the picture remains somewhat static. Major hiring does not look to be on the cards for another year, though the same can be said when it comes to laying off.

Once again it looks like UK Plc will be running nervously along in anticipation of any future shocks.

Organisation Confidence	Into 2017	Into 2016	Into 2015
Buoyant	18%	22%	26%
Steady	38%	36%	38%
Neutral	20%	20%	17%
Contraction	11%	12%	11%
Hard Times	10%	8%	9%

Fig 41 - UK Confidence

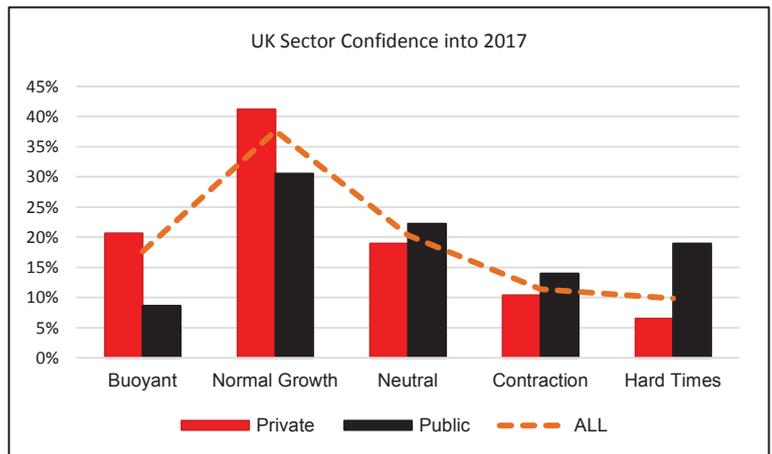


Fig 42 – Sector Confidence in to 2017 – UK Practitioners

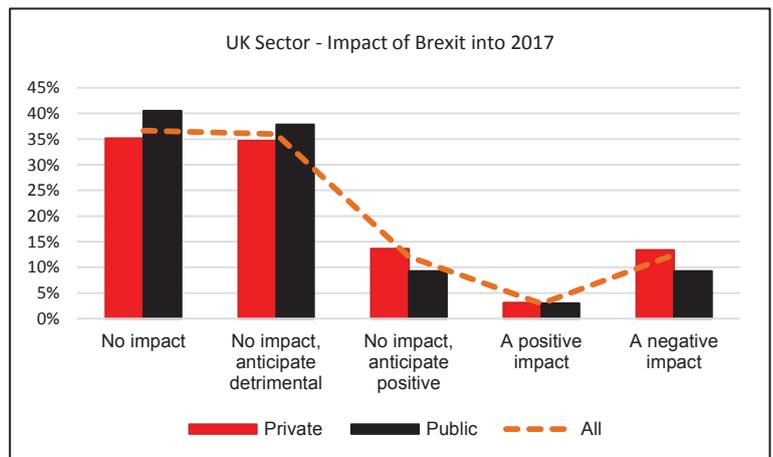


Fig 44 – Impact of Brexit – UK Practitioner

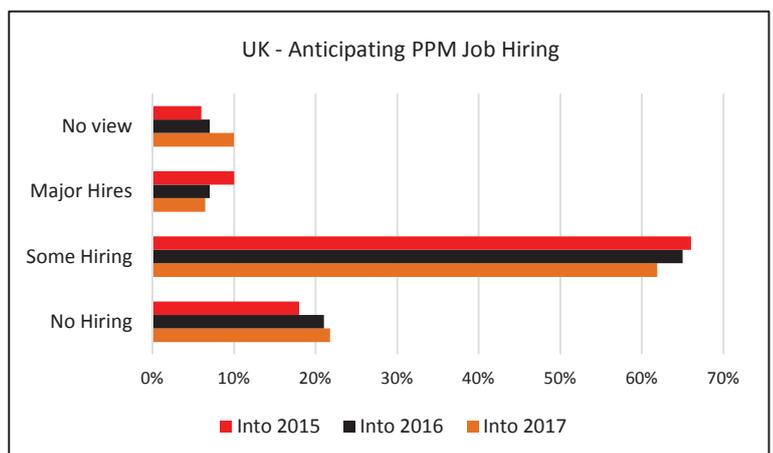


Fig 45 – Job Hiring Forward View – UK Practitioner

UK Living Standards & Confidence

2016 has seen lots of talk about a socioeconomic grouping in UK society who have been given the title 'JAM' (Just About Managing) by the business and political circles. Whilst not many PPM practitioners are in the £18,000 to £24,000 a year earning bracket associated to this group, many do have their own challenges in maintaining their lifestyles.

Feeling the pinch:

With inflation as measured through the CPI (Consumer Prices Index) up to 1.6% in December and the average wage increase running at 2.7%, 2016 did not see the general wage inflation that some forecast. With further inflation increases anticipated due to the post Brexit falls in the value of sterling, 2017 could be another tough year for UK households.

The number of respondents who reported that they are feeling slightly/much worse off than twelve months previously rose to 22% as can be seen in Fig. 46, an increase of 8%. Whilst at the other end of the scale those who reported that they feel slightly/much better off fell by 6% to 37%. Public sector workers as can be seen in Fig. 47, appear to be fairing much worse than their private sector counterparts as Government austerity continues to hold down income.

Confidence dented?

As we have seen over the years the PPM practitioners are a hardy group when it comes to sharing their personal confidence for the year ahead. Once again, we see the majority entering 2017 with a smile on their faces (65%) whilst at the other end of the scale those feeling less than neutral have increased by 6% to 17%.

We asked our respondents if the Brexit vote had impacted their shared confidence level and 48% said that it had not. Across the practitioner group 38% said Brexit had impacted their confidence negatively, whilst just 9% said it had a positive impact.

Analysing this question the biggest differential was found when analysing the respondents by age, specifically older or younger than 42. Here we saw the largest positive/negative reaction.

Financially Feeling	2016	2015	2014	2013
Much Better Off	10%	11%	11%	8%
Slightly Better Off	27%	32%	29%	25%
About Same	41%	43%	40%	35%
Slightly Worse Off	17%	11%	16%	25%
Much Worse Off	5%	3%	5%	7%

Fig 46 - UK Practitioner Financial Status

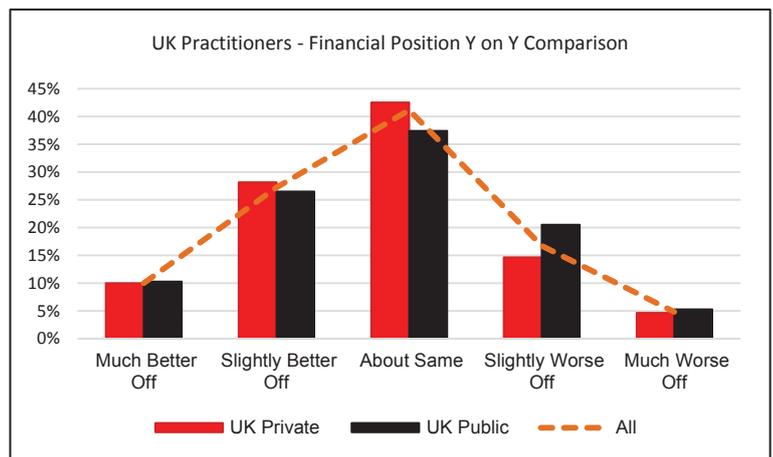


Fig 47 – Financial position by Sector – UK Practitioner

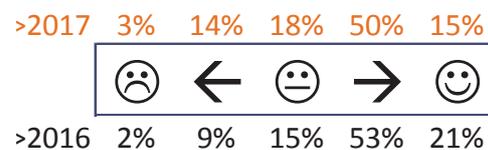


Fig 48 - UK Employed Practitioners Confidence

Personal Confidence moving into:	2017	2016	2015	2014	2013	2012	2011
☺	15%	21%	23%	19%	18%	15%	13%
↑	50%	53%	54%	55%	53%	45%	46%
☹	18%	15%	11%	13%	11%	17%	27%
↓	14%	9%	10%	11%	14%	19%	11%
☹	3%	2%	2%	1%	3%	4%	3%

Fig 49 - UK Practitioner Personal Confidence

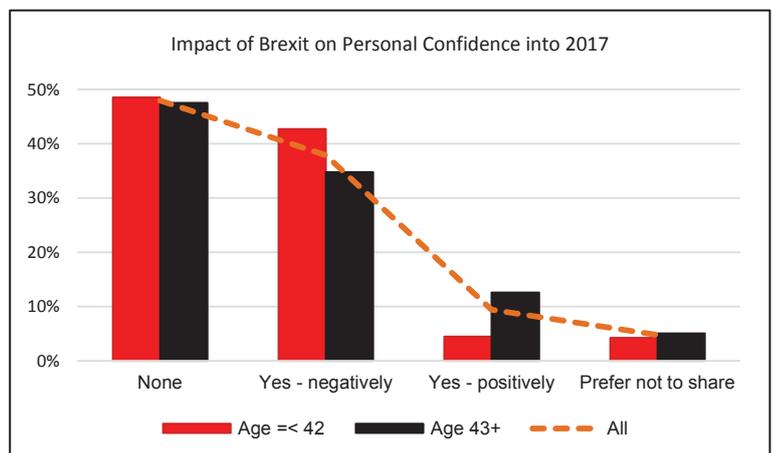


Fig 50 – Brexit Impact by Age – UK Practitioner

UK Remuneration Patterns

2016 Remuneration:

As we can see in Fig. 51, the movement in remuneration achieved by our respondents in 2016 varied significantly with 49% indicating an increase; 38% reporting stagnation and 13% reporting a fall compared to their 2015 levels. When compared to the 2015 data, the number of UK respondents indicating no-change or a fall in remuneration we saw an increase from 44% to 51%.

For contractors, the position seems to be once again challenging, with 69% recording no-change or a fall in their day rates; this compares to 36% for those who are employees. By sector, we can see that the squeeze on contractor rates continues with 74% reporting no-change or a fall, compared to 66% in the private sector.

For the employees, the picture looks somewhat healthier with 66% of those working in the private sector reporting that their salary increased, of these though 36% said it was by less than 3%. The public sector employees fared a little worse with 58% reporting an increase in salary, though 44% said it was less than 3%.

2017 Remuneration Outlook:

With UK inflation expected to rise during 2017 the majority of our UK based practitioners are not anticipating their base earnings to cover this increase in living costs.

Whilst the 68% of employees are expecting their salary to increase, just 27% are anticipating that the increase will be 3% or more. 30% anticipate that they will see no salary increase in 2017 and 2% anticipate that their salary will fall.

For contractors, the picture of the outlook painted by our respondents is once again gloomy, with 56% anticipating that their rates in 2017 will remain stagnant. A further 11% are anticipating that they will see cuts to their rates in 2017. Of the 33% who anticipate an increase in rates, just 23% see this as being 3% or greater.

For contractors, especially those in the public sector who get caught in the off-payroll changes, 2017 could be a challenging year.

Movement in Earnings 2016	Contractors			Employees			
	ALL	Cont'rs	Employee	Public	Private	Public	Private
>8% Fall	6%	13%	1%	20%	9%	1%	1%
-5 to 7%	4%	6%	2%	6%	6%	2%	2%
-3 to 4%	1%	2%	0%	2%	2%	0%	1%
-1 to 2%	2%	2%	1%	2%	3%	1%	1%
No Change	38%	46%	32%	43%	47%	39%	30%
+1 to 2%	23%	5%	39%	8%	4%	44%	36%
+3 to 4%	10%	7%	13%	4%	8%	5%	16%
+5 to 7%	5%	7%	3%	3%	9%	2%	4%
>8% Inc	10%	12%	8%	11%	13%	7%	10%

Fig 51 - 2016 Movement in remuneration 2016 UK

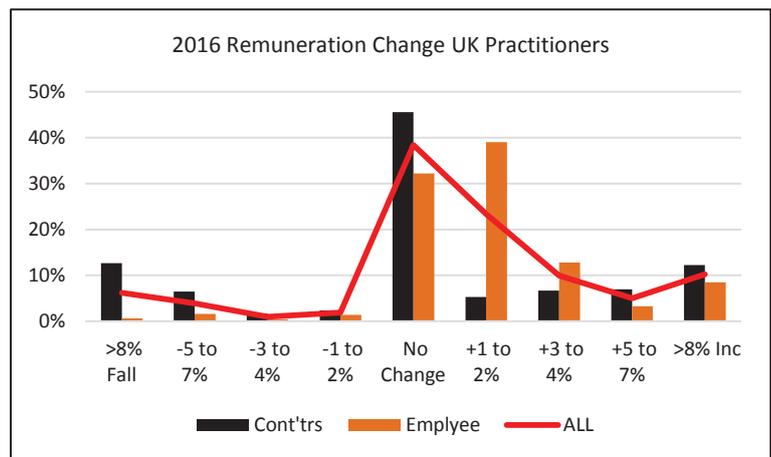


Fig 52 – 2016 Remuneration change – UK Practitioner

Employee Salary into Year	2017	2016	2015	2014	2013	2012
Fall	2%	2%	3%	2%	3%	4%
Unchanged	30%	32%	28%	31%	36%	41%
Increase	68%	67%	70%	67%	61%	55%

Fig 53 - Anticipated movement in remuneration UK Employees

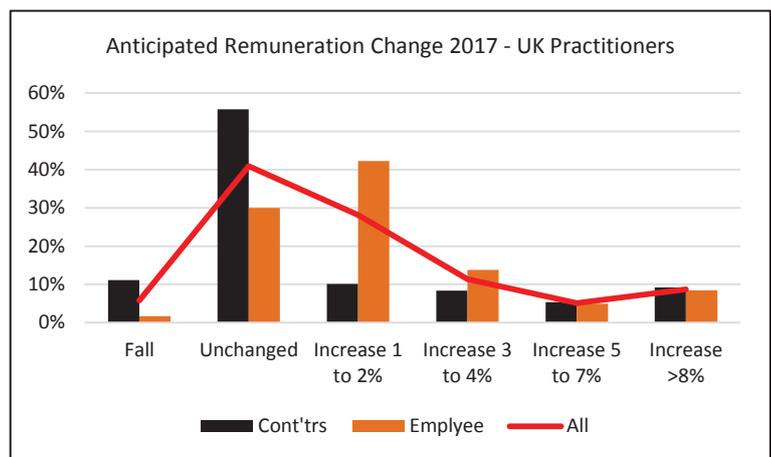


Fig 54 – 2017 Anticipated Remuneration change – UK Practitioner

Contractor Rates into Year	2017	2016	2015	2014	2013	2012
Fall	11%	9%	11%	12%	18%	21%
Unchanged	56%	51%	51%	58%	59%	58%
Increase	33%	40%	38%	30%	23%	21%

Fig 55 - Anticipated movement in remuneration UK Contractors

UK Contractor Overview

Respondents who identified themselves as contractors made up 41% of practitioners currently working in the UK. As we have seen elsewhere in the report, 2016 was a challenging year for many contractors with 2017 looking to continue that trend. Many expressed the feeling that they are under an unfair level of attention from HMRC as the Government seeks to increase their tax take from this section of the working population. Some went so far as to express the opinion that they are an endangered species.

Who are they?

- Gender split 75% male with 25% female
- 75% are aged 43+
- 70% have over 10 years of PPM experience
- 80% have some form of PPM accreditation
- 41% live in London and the South East
- 32% do not work where they live
- 10% have no fixed work location

What do they do?

In terms of sector, 65% of our respondents work in the private sector with 30% in the public sector and 5% in the third sector. Once again Project Managers made up the largest group with 37%, those identifying themselves as PPM Consultants accounted for 20% and 17% as Programme Managers. Of the Consultants, 19% say they are involved in operational delivery activities, 6% provide expert advice to their clients and 75% provide a combination of the two. The contractor group are on average, contracted to work 36 hours per week but deliver 42.5 hours.

Day Rates:

The data recorded for day rates achieved by our UK based contractors during 2016 showed an interesting shift around the mid-point of £450 to £499 as can be seen in Fig. 57. Compared to previous years we saw a significant drop (-6%) giving dual peaks in the ranges below and above. The numbers earning rates under the mid-point increased on 2015 by 2%, reversing the trend of the last 2 years. On the plus side, those earning rates over the mid-point increased by 4% on the 2015 results and creating some differentials, a point worthy of further investigation.

Mode of Operation	2016	2015	2014	2013	2012
Ltd Company	89%	88%	85%	78%	76%
Umbrella Company	5%	8%	8%	12%	13%
Sole Trader	5%	4%	7%	10%	11%
Paying Clients Engaged with:	2016	2015	2014	2013	2012
One	76%	79%			
Two	16%	12%			
Three	4%	5%			
Four or More	4%	4%			
Time as Contractor	2016	2015	2014	2013	2012
Under 1 Year	17%	13%	16%	16%	17%
1 - 3 years	26%	32%	25%	28%	23%
4 - 5 years	11%	15%	11%	11%	12%
Over 5 years	46%	53%	48%	45%	48%
Contracted for work during year	2016	2015	2014	2013	2012
1 to 3 Months	10%	8%	7%	13%	18%
4 to 6 Months	16%	18%	17%	14%	14%
7 to 9 Months	26%	22%	23%	23%	25%
10 to 12 Months	48%	52%	53%	49%	43%
Contract Availability	2016	2015	2014	2013	2012
Decreased	31%	17%	12%	28%	37%
Stable	47%	45%	40%	40%	38%
Increased	22%	38%	48%	32%	26%
Typical Contract Length	2016	2015	2014	2013	2012
1 to 3 Months	22%	23%	22%	30%	25%
4 to 6 Months	36%	41%	38%	36%	32%
7 to 9 Months	12%	12%	15%	12%	14%
10 to 12 Months	30%	24%	25%	22%	30%
I was Contracted	2016	2015	2014	2013	2012
1 time	41%	27%	29%	33%	45%
2 times	33%	41%	37%	33%	34%
3 times	16%	19%	20%	20%	10%
More than 3 times	10%	13%	14%	14%	11%
I am starting the current year with	2016	2015	2014	2013	2012
No Contract	30%	28%	28%	30%	32%
< 3 Months Contract	27%	24%	27%	29%	22%
3 to 6 Months Contract	26%	33%	28%	28%	31%
> 6 Months Contract	17%	15%	17%	13%	15%
Pressure on day rate	2016	2015	2014	2013	2012
Decreased	13%	20%	19%	13%	16%
Was Stable	53%	49%	50%	49%	41%
Increased	34%	31%	31%	38%	43%

Fig 56 - UK Contractor Facts

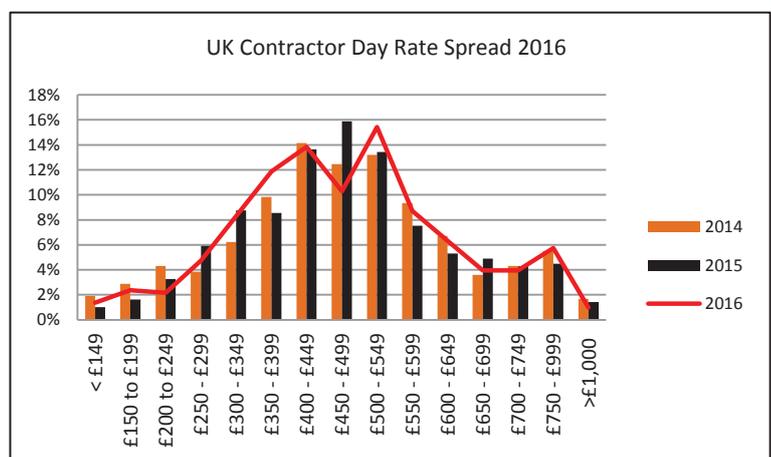


Fig 57 - 2016 Contractor rates - UK Practitioner

When the day rates are broken down by gender as we can see in Fig. 58, the dual peak around the mid-point becomes even more exaggerated. For the female respondents £400 to £449 has the highest proportion of the distribution with 19%; by comparison for the male respondents the peak moves into the £500 to £549 range with 17% of respondents. Comparing around the mid-point of £450 to £499 we see 55% of the females below this range whilst for males the figure is 42%. Above the mid-point, we see 34% of the females whilst for males the figure is 48% with another peak for males earning more than £750 per day.

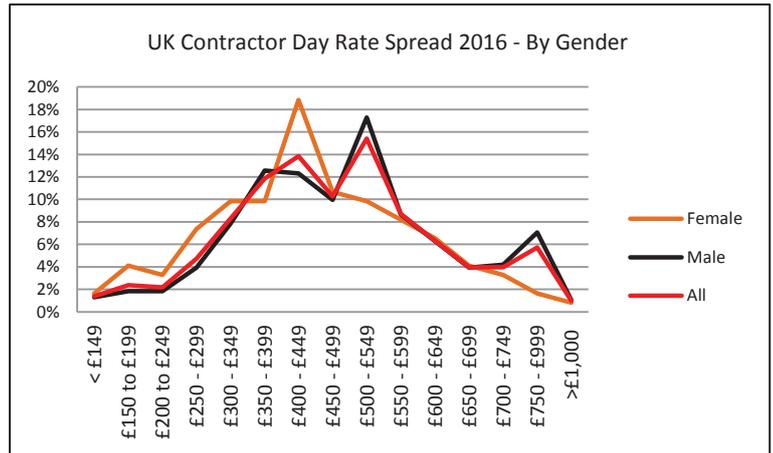


Fig 58 – 2016 Contractor rates – UK Practitioner by Gender

Value of Invoicing:

We asked contractors operating through their own Limited company to share their overall invoicing values, excluding expenses for the work they delivered in 2016. As we can see in Fig. 59, the overall distribution was very similar to the 2015 results, which reflects the tough market conditions that many contractors have reported. Putting this into perspective, 34% still invoiced between £75,000 and £125,000 in the year.

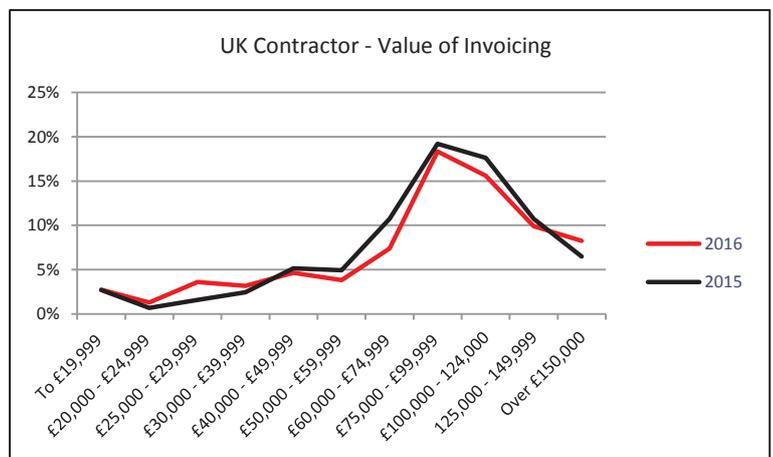


Fig 59– 2016 Ltd Contractor Invoicing – UK Practitioners

Contract Duration:

Since the great recession, we have seen many organisations reduce the initial contract durations that they offer to their contractors and then manage their exposure with regular renewals. The table (Fig. 60) shows the way contractors were engaged during 2016 where we can see that 37% of those who worked for 10 to 12 months did so on a single contract with no extensions.

	1 - 3 Month	4 -6 Month	7 -9 Month	10 -12 Month
1 Contract	83%	58%	23%	37%
2 Contracts	6%	30%	45%	33%
3 Contracts	8%	8%	23%	15%
More than 3	2%	4%	8%	15%

Fig 60 - UK Contractor - Number of contracts, Months worked

2017 Challenges:

We asked our respondents to rank the challenges that they may face during 2017, the results are shown in Fig 61. As we can see, with 26%, changes in Government Legislation was ranked number one by the highest number of contractors. However, as we could probably anticipate finding suitable opportunities was ranked highest overall with 80% ranking it 1 to 4 as they look forward to 2017. Interestingly, maintaining day rate ranked lowest. So overall, looking forward the show must go on!

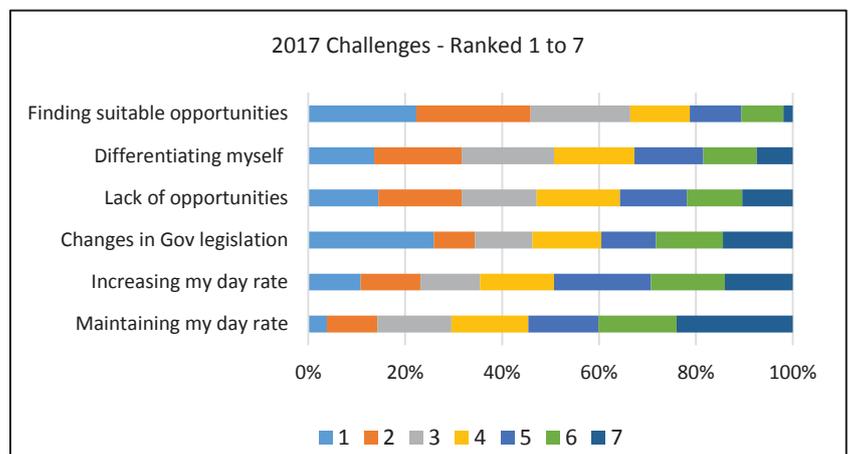


Fig 61–Contractor Challenges in 2017 – UK Practitioners

UK Employee Overview

Respondents who identified themselves as employees made up 53% of practitioners currently working in the UK. Of this group 85% are UK Nationals, 11% EU Nationals and 4% from the rest of the world.

Who are they?

- Gender split 62% male with 38% female
- 47% are aged 43+
- 48% have over 10 years of PPM experience
- 87% have some form of PPM accreditation
- 45% live in London and the South East
- 12% live in the South West
- 11% live in the Midlands
- 19% do not work where they live
- 5% have no fixed work location

What do they do?

Full time permanent employees still make up the largest group at 89%, whilst the number of fixed term employees has risen significantly to 9% and the number of temporary workers has fallen. In terms of sector, 70% of our respondents work in the private sector with 23% in the public sector and 7% in the third sector. Once again Project Managers made up the largest group with 35%, those identifying themselves as Project Office Managers accounted for 16% and 15% as Programme Managers. The employee group are on average contracted to work 36.7 hours per week and report that they deliver 43.8 hours on average.

Salary distribution:

The data recorded for base salary rates achieved by our UK based employees is shown in Fig. 63, where we can see that the mean remained in the £40k to £50k range with 23%. Above and below this range there were slight variances over last year's data but nothing of any great significance.

When plotted by sector (Fig. 64) we can see that there is still a significant difference in the distribution of remuneration, with 55% of those in the private sector earning over the mean, compared to 35% of those in the public sector.

By gender we also see a similar difference, with 57% of males earning over the mean, compared to 33% of the females.

Employment Status	2016	2015	2014	2013
Permanent	89%	93%	92%	92%
Temp	2%	6%	7%	1%
Fixed Term	9%	1%	1%	7%
Time with Employer	2016	2015	2014	2013
Under 1 year	26%	24%	20%	21%
1 to 3 years	32%	32%	32%	30%
4 to 5 years	9%	11%	10%	9%
Over 5 years	32%	33%	37%	41%
Gender	2016	2015	2014	2013
Male	62%	64%	69%	66%
Female	38%	35%	31%	34%

Fig 62. UK Employee data

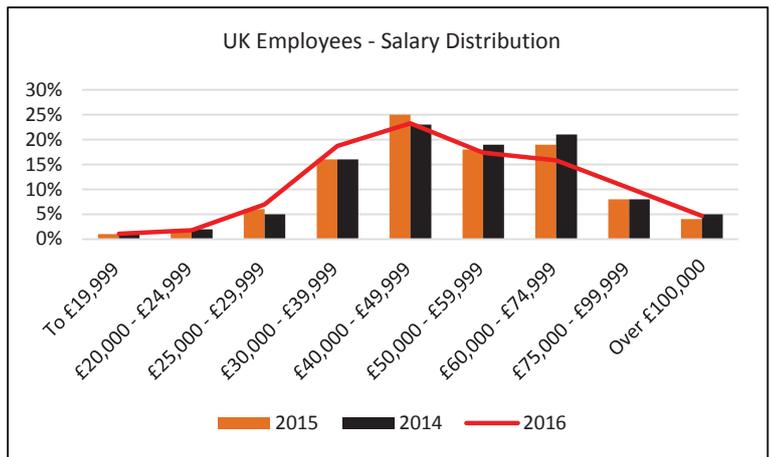


Fig 63 – Employee Salary Distribution – UK Practitioners

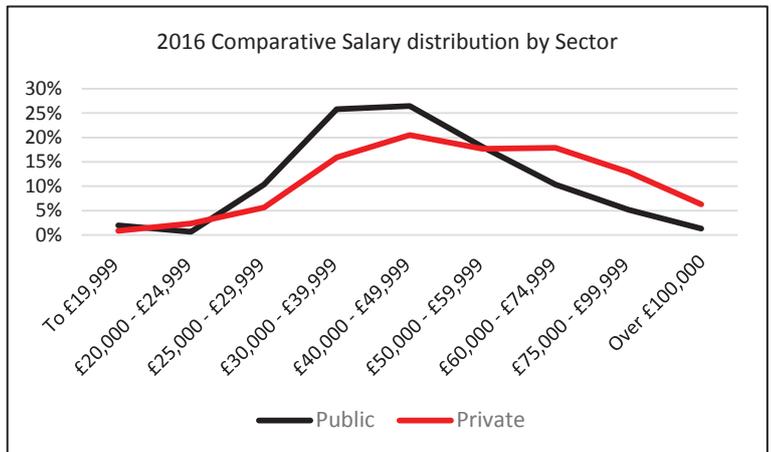


Fig 64 – Employee Salary Distribution – UK Practitioners by Sector

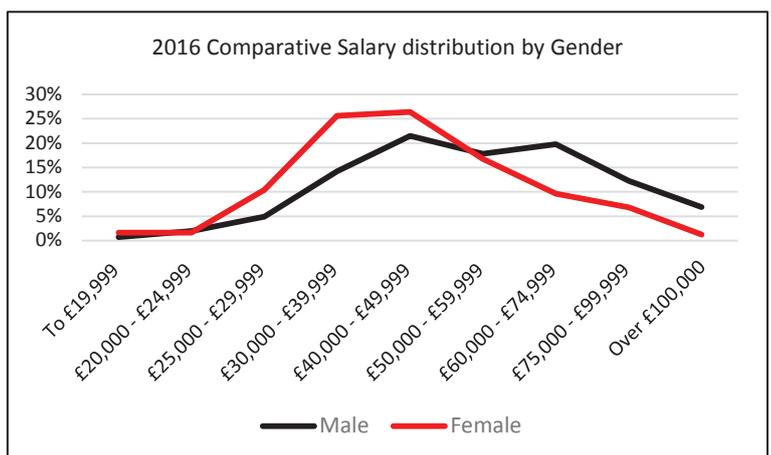


Fig 65 – Employee Salary Distribution – UK Practitioners by Gender

Benefits and Bonus:

As we can see in Fig.66, 50% of our UK based PPM practitioners received some form of bonus on top of their base salary; with significant differences between those in the private and public sectors. For the majority, these payments are based on a combination of personal and organisation performance; paid at a level worth 1% to 8% of base salary for 54% of those who receive them.

In terms of benefits which the UK based employees receive, pension contributions still rank at the top with 13% reporting that they still enjoy access to a non-contributory scheme. The company car and car allowance once again saw a fall, continuing the downward trend we have seen over the last few years.

Overall 59% of respondents said that their benefits package is worth 1% to 8% of base salary, 30% they are worth 9% to 15%, with 11% valuing them at over 15%.

Changing roles:

Amongst our employees we again saw a consistent level of churn with 24% saying that they had changed role or job during 2016. We also saw an increase in the number of contractors returning to permanent employment. As we can see in Fig. 68, there were a selection of reasons given for change, a possible surprise being that only 19% said they changed for a better package.

Into 2017:

When asked about their status heading into 2017 the employees painted a consistent picture based on previous post great recession years, that suggests the employment market is still pretty tight, or confidence is still low.

In terms of top concerns for the year:

- 36% see a lack of new opportunity externally
- 63% see a lack of opportunity for promotion
- 57% see a challenge in securing a decent rise
- 57% see a lack in budget for development

The facts, coupled with the comments left by our respondents suggest that 2017 will be another year of tight purse strings as organisations continue to monitor an uncertain future.

Bonus Payment Received	2016	2015	2014	2013	2012
All	50%	44%	49%	47%	50%
Public	17%	20%	18%	25%	30%
Private	64%	51%	60%	56%	59%
Bonus Calculated	2016	2015	2014	2013	2012
Personal Performance	15%	18%	15%	16%	19%
Company Performance	15%	14%	15%	16%	18%
Combination	69%	68%	70%	68%	63%
Bonus Level	2016	2015	2014	2013	2012
None	50%	56%	51%	53%	50%
1- 8% of Salary	27%	23%	27%	26%	29%
9 - 15 % of Salary	13%	14%	12%	14%	13%
16 - 25% of Salary	8%	5%	7%	5%	6%
25%+ of Salary	2%	3%	3%	2%	2%

Fig 66 - UK Employee Bonus Data

Employee Benefits	2016	2015	2014	2013	2012
None	3%	26%	26%	22%	29%
Yes	97%	74%	74%	78%	71%
Benefits Received	2016	2015	2014	2013	2012
Pension Plan – Contributory	84%	89%	89%	88%	85%
Pension Plan – Non-Contributory	13%	11%	12%	10%	11%
Healthcare Benefits	54%	61%	63%	57%	60%
Life Insurance	43%	42%	49%	43%	43%
Long-Term Care Insurance	6%	7%	8%	7%	5%
Company Car	6%	10%	11%	10%	14%
Car Allowance	18%	23%	26%	31%	28%
Fuel Allowance	7%	7%	6%	8%	9%
Mobile Phone	46%	51%	50%	53%	53%
Gym Membership	11%	6%	10%	7%	10%
Child Care Subsidies	14%	12%	13%	14%	12%
Other	12%	12%	12%	8%	6%

Fig 67 - UK Employee Benefits Data

Changed Job/Role in 2016	2016	2015	2014	2013	2012
Yes	24%	23%	23%	25%	27%
No	76%	77%	77%	75%	41%
Reason for Changing	2016	2015	2015		2012
Promotion	29%	28%	30%		14%
Redundancy	16%	22%	10%		18%
Better package	19%	26%	23%		11%
Better prospects	23%	31%	28%		19%
Increase in challenge	29%	40%	32%		17%
Change in lifestyle	18%	19%	16%		10%
Other	17%	18%	16%		12%

Fig 68. UK Employee Role change data

Going into 2017	2016	2015	2014	2013	2012
Happy in current role	29%	31%	32%	28%	31%
Want New role - Current employer	11%	10%	11%	13%	13%
Want to Change employer	21%	21%	20%	21%	20%
Want to move in to Contracting	6%	9%	5%	5%	3%
Open to Change but Not pushing	27%	25%	26%	28%	27%
Under threat of redundancy	3%	3%	3%	3%	3%

Fig 69. UK Employee Role into 2017

“Usual deal of delivering more with less, expectation of long hours and insufficient time for CPD and self-learning”

UK Actual Remuneration

Every year in the Census survey we ask our respondents to place themselves in a band to represent their current salary or day rate so that we are not too intrusive regarding what many see as really interesting but personal information. We also include an optional question to see if they are willing to share their actual salary and day rate information. Of the contractors who provided a rate category, 74% went on to share an actual day rate figure, whilst of the employees who provided a salary category, 60% went on to share an actual salary day rate figure.

It is with this in mind that we have shared the tables below to give an indication of rate data against the seven main roles used throughout the survey to categorise our respondents. The figures whilst indicative to a point also show the difficulties in answering questions such as “how much am I worth?” and “how much would I have to pay for a project manager?” The added dimensions that are not included here are PPM experience, industry, domain expertise, location etc which will all impact the numbers that are generated. Detailed profiling of candidates and roles are just one of the many advantages that clients of Arras People have when they engage our unique project management recruitment services.

	All	Max	Min	Private	Public	Delta	Female	Male	Delta
Change Manger	£ 517	£ 750	£ 390	£ 533	£ 492	8%	£ 523	£ 511	2%
PPM Consultant	£ 525	£ 1,500	£ 150	£ 523	£ 532	-2%	£ 518	£ 527	-2%
Portfolio Manager	£ 609	£ 1,100	£ 300	£ 604	£ 625	-3%	£ 375	£ 638	-70%
Programme Manager	£ 587	£ 1,000	£ 250	£ 611	£ 566	7%	£ 549	£ 595	-8%
Project Manager	£ 425	£ 700	£ 130	£ 446	£ 392	12%	£ 417	£ 427	-3%
PPM Office Manager	£ 530	£ 800	£ 350	£ 542	£ 500	8%	£ 561	£ 514	8%
PPM Support	£ 262	£ 400	£ 130	£ 256	£ 271	-6%	£ 304	£ 213	30%
Average	£ 490			£ 505	£ 469	7%	£ 473	£ 495	-5%

Fig. 70 - Actual Day Rates - UK Practitioners

	All	Max	Min	Private	Public	Delta	Female	Male	Delta
Change Manger	£ 56,957	£ 130,000	£ 32,500	£ 65,357	£ 49,717	24%	£ 44,229	£ 69,686	-58%
PPM Consultant	£ 56,082	£ 85,000	£ 33,000	£ 62,405	£ 46,044	26%	£ 47,683	£ 58,181	-22%
Portfolio Manager	£ 76,903	£ 350,000	£ 32,000	£ 89,390	£ 58,476	35%	£ 56,091	£ 84,287	-50%
Programme Manager	£ 65,943	£ 123,000	£ 26,000	£ 69,682	£ 58,367	16%	£ 65,277	£ 66,059	-1%
Project Manager	£ 45,968	£ 95,000	£ 23,000	£ 47,585	£ 40,889	14%	£ 43,985	£ 47,072	-7%
PPM Office Manager	£ 55,371	£ 115,000	£ 27,500	£ 59,499	£ 42,609	28%	£ 47,566	£ 64,377	-35%
PPM Support	£ 37,463	£ 200,000	£ 16,500	£ 40,206	£ 32,875	18%	£ 34,140	£ 43,636	-28%
Average	£ 54,182			£ 57,674	£ 46,288	20%	£ 45,532	£ 59,077	-30%

Fig. 71 - Salary Rates - UK Practitioners

Rest of the World

We would like to thank the respondents from outside of the UK who took part in the Arras People 2016 Project Management Census. The data you provided creates many reference points against which we can hold up the UK based practitioners and trends, some of which are included in this report and some which will be used in the future.

Unfortunately, the numbers who respond from each individual country/region are not of sufficient volume for us to create a detailed review assessment on the level of the UK based practitioners, however your inputs are greatly valued.

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At the Agile Business Consortium - the new name for the DSDM Consortium - we believe that Agile ways of working can improve your business.

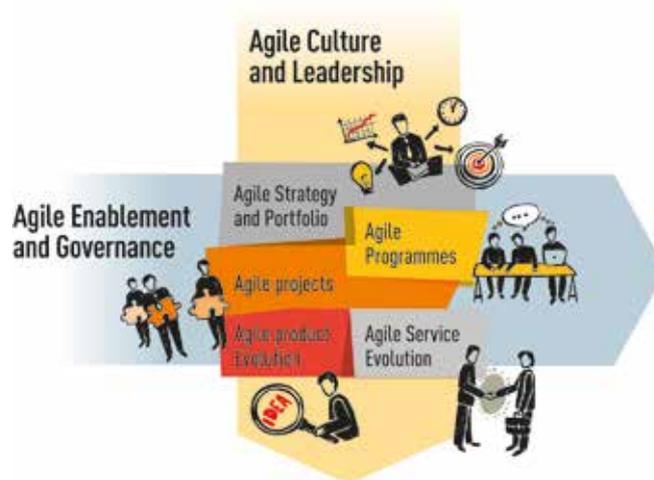
Our Mission:

“To provide global leadership in promoting, supporting and enabling Business Agility”

by offering advice, guidance and accredited products and services to organisations through an international network of partners.

The Agile Business Change Framework

We have embraced the current suite of DSDM products to create a single Agile framework.

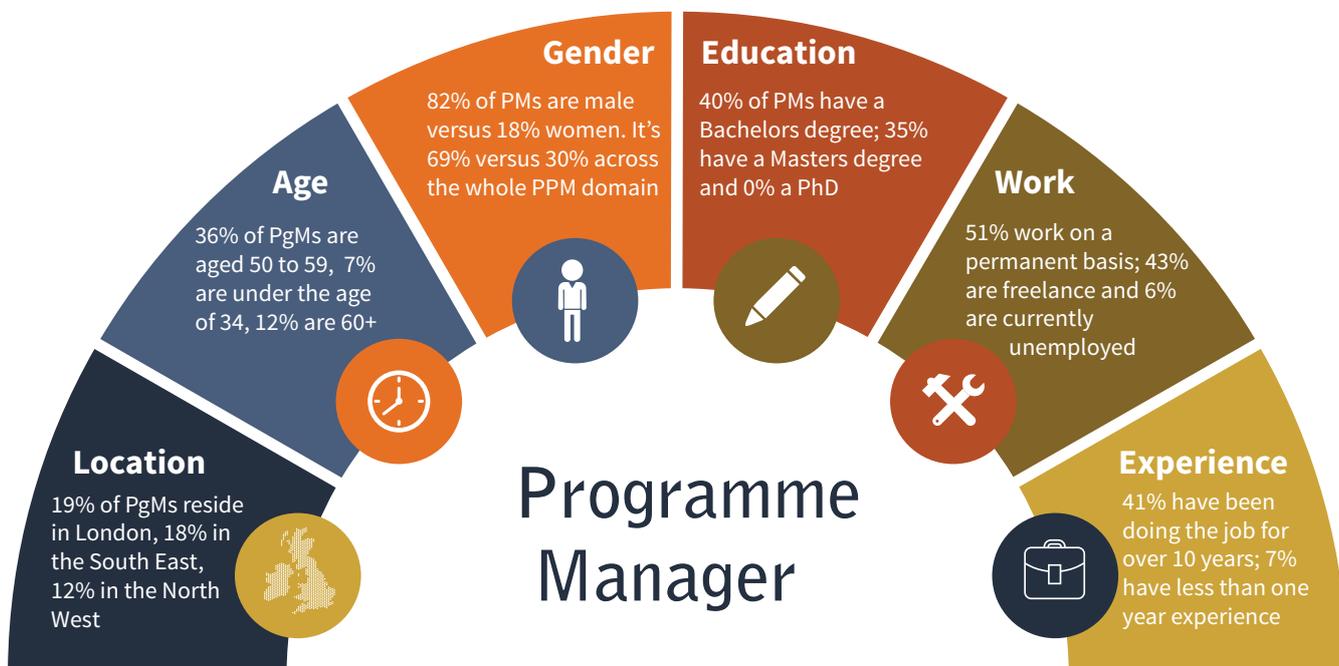


Benefits

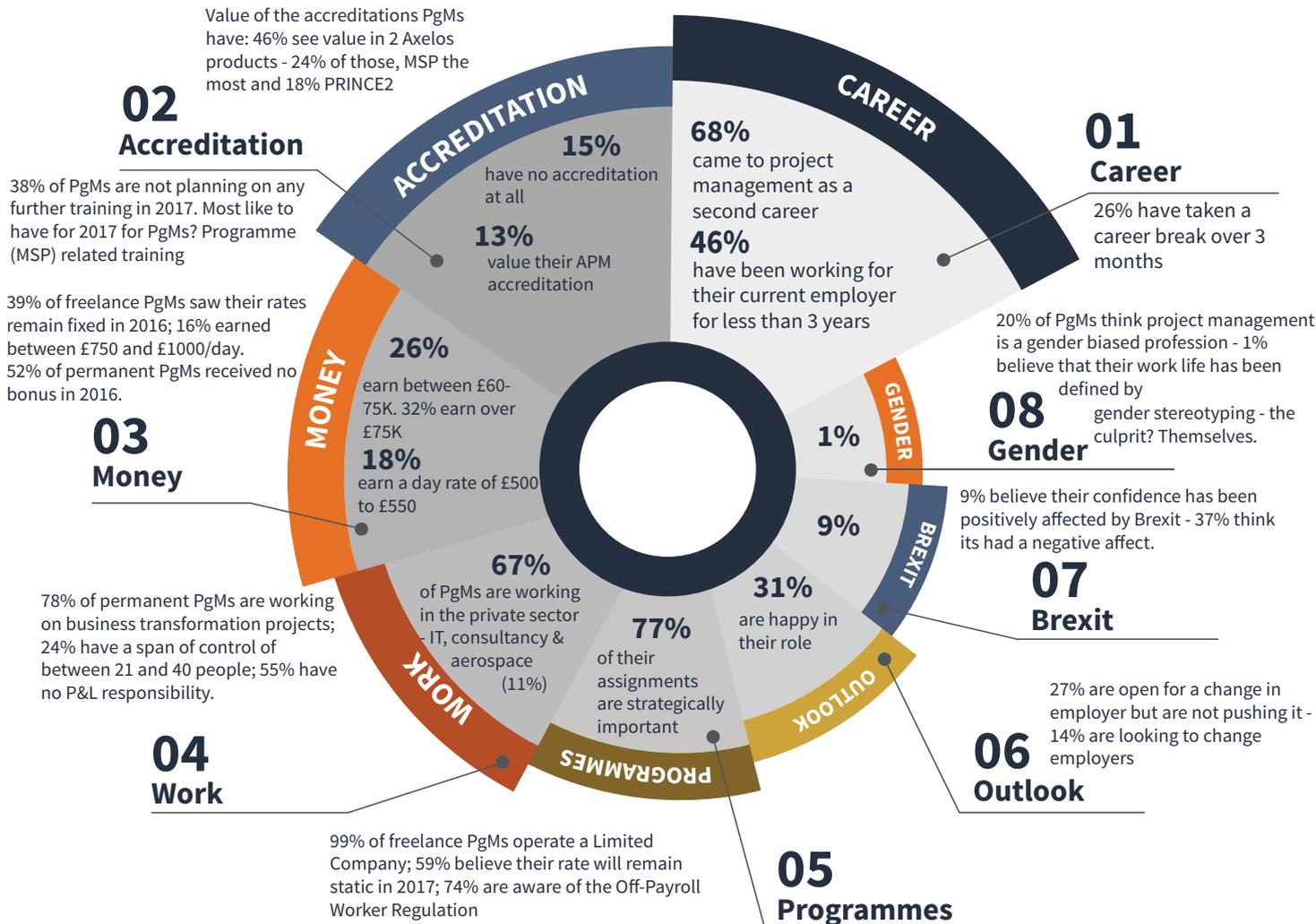
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For more information please see our website www.agilebusiness.org



Value of the accreditations PgMs have: 46% see value in 2 Axelos products - 24% of those, MSP the most and 18% PRINCE2



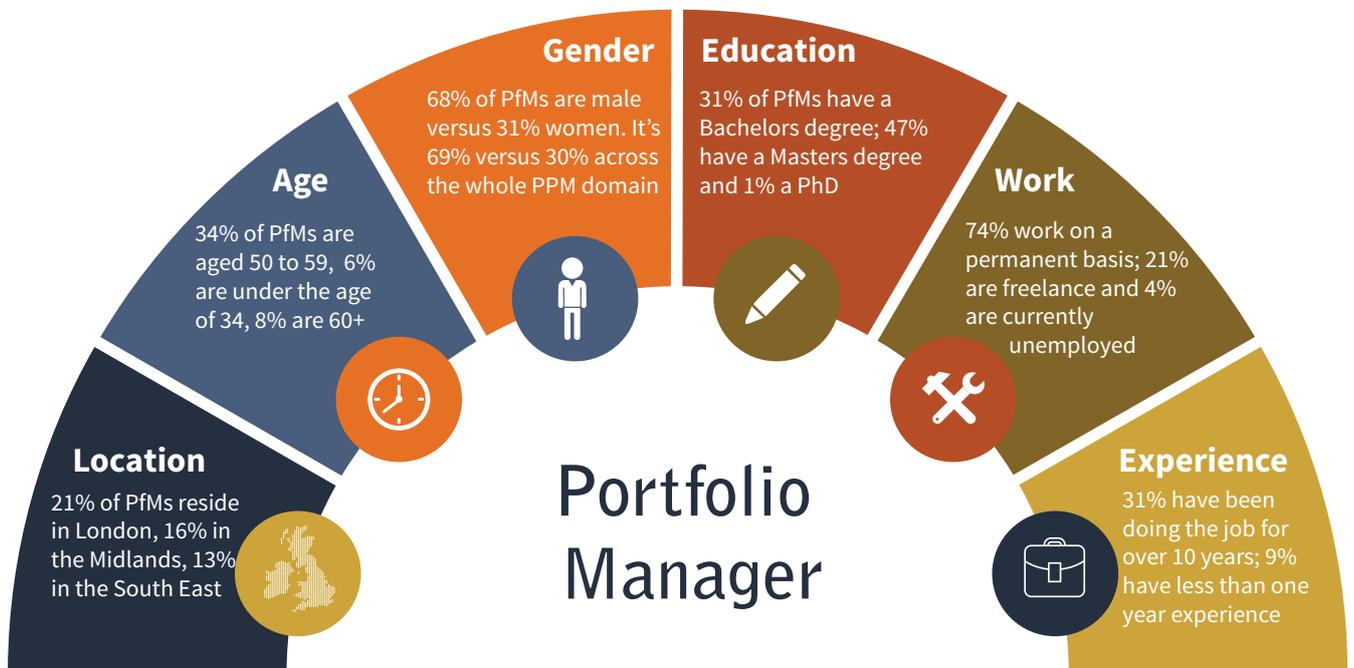
25% of freelance PgMs have no contract in place as they headed into 2017; 45% were pressured to reduce their day rate during 2016



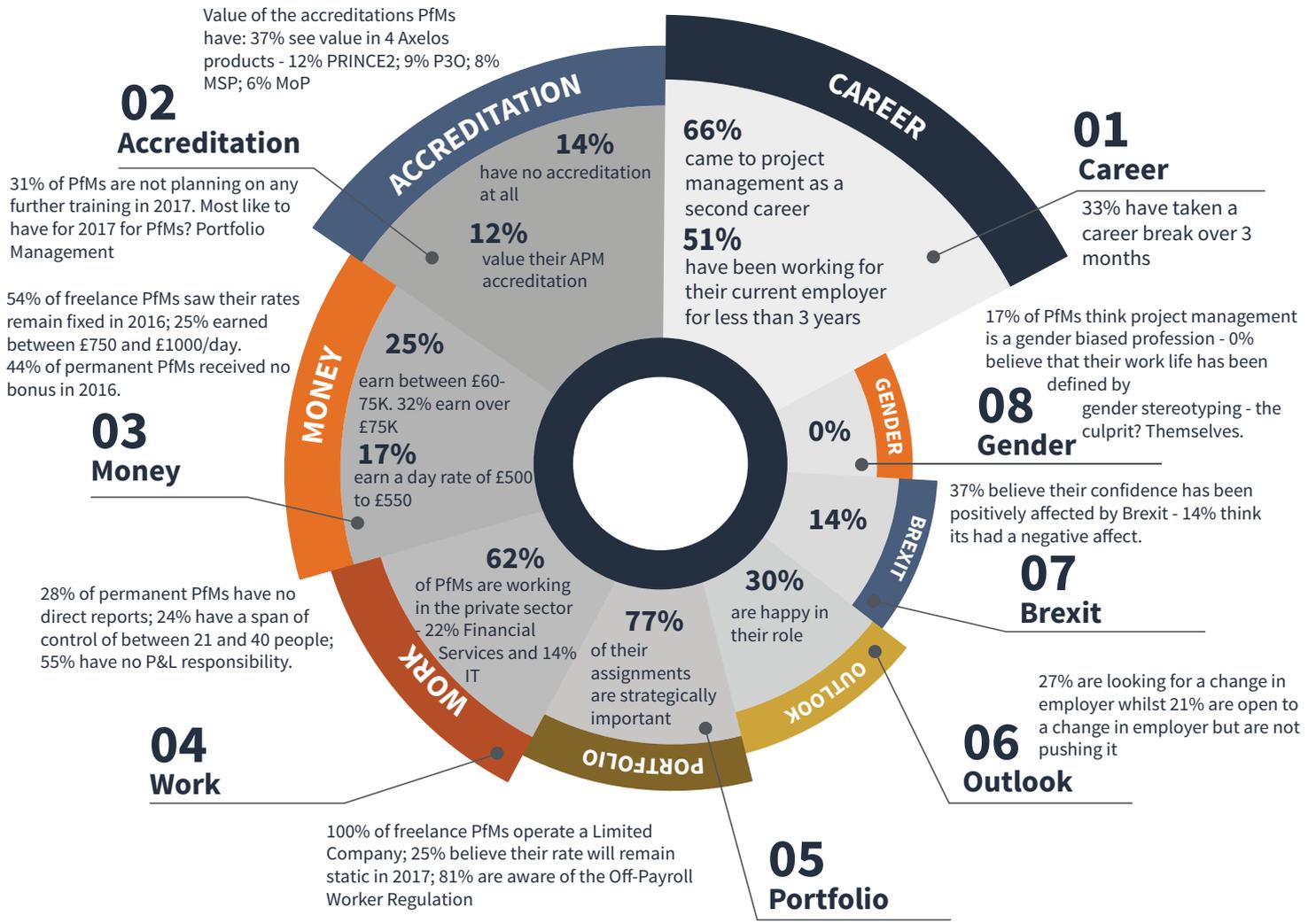
Chartered Status - Extremely and Very Important



The PgM and their family are much better off than last year



Value of the accreditations PfMs have: 37% see value in 4 Axelos products - 12% PRINCE2; 9% P30; 8% MSP; 6% MoP



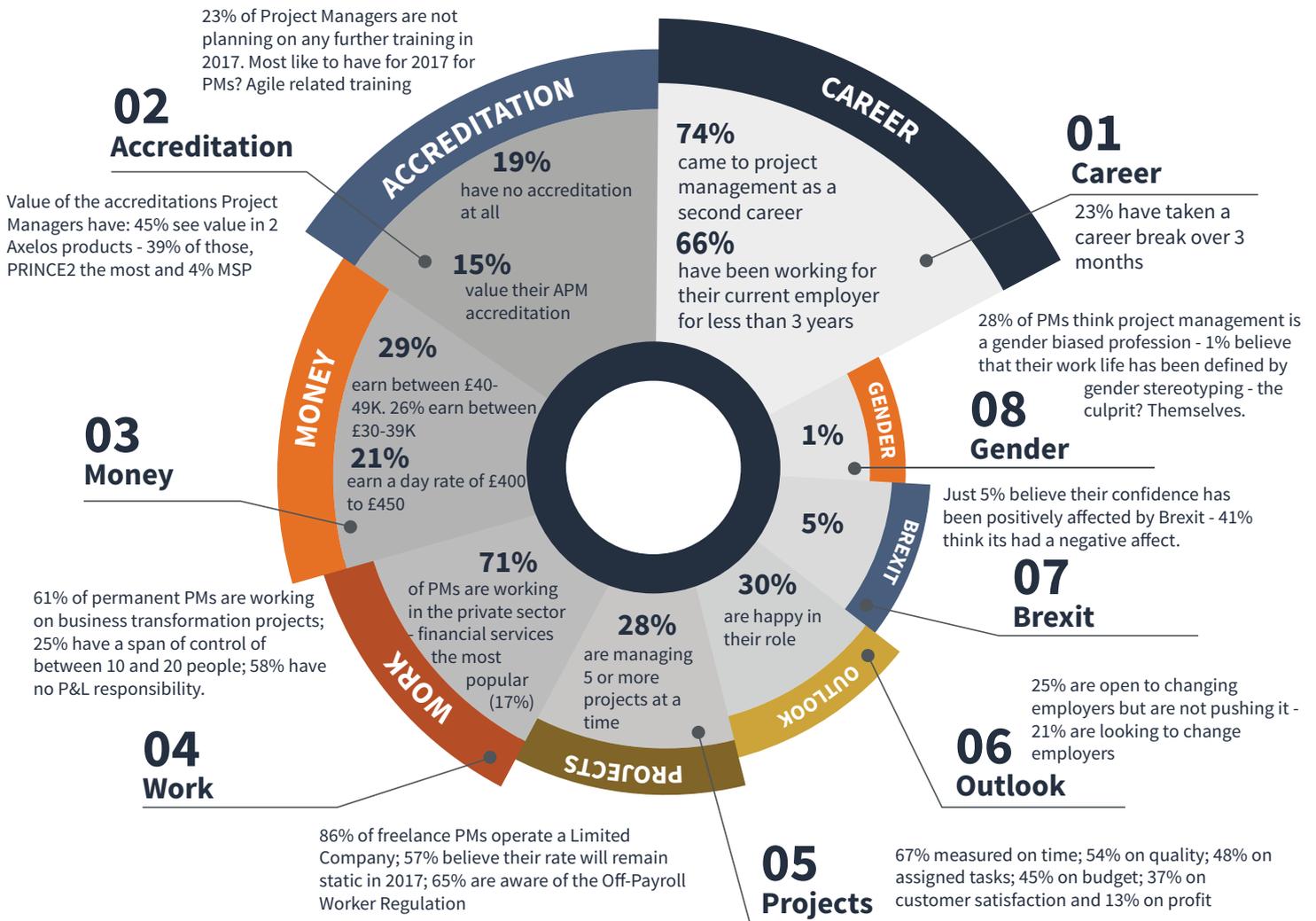
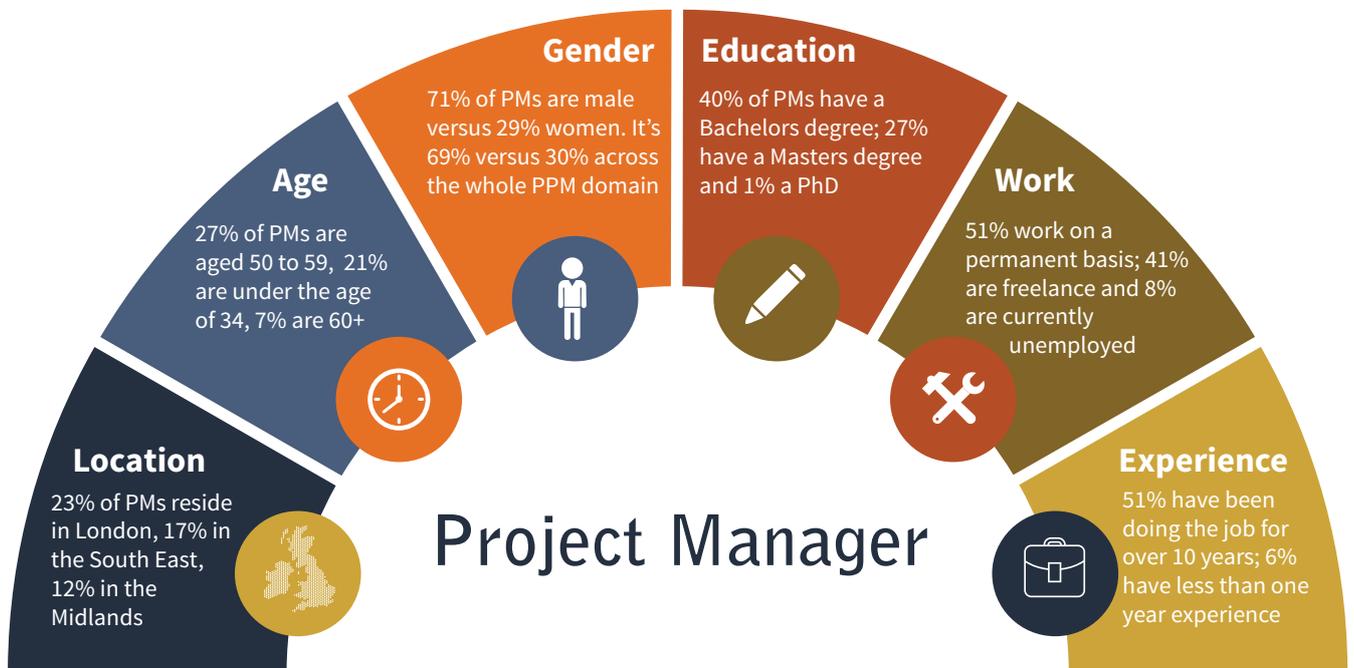
13% of freelance PfMs have no contract in place as they headed into 2017; 45% were pressured to reduce their day rate during 2016



Chartered Status - Extremely and Very Important



The PFM and their family are much better off than last year



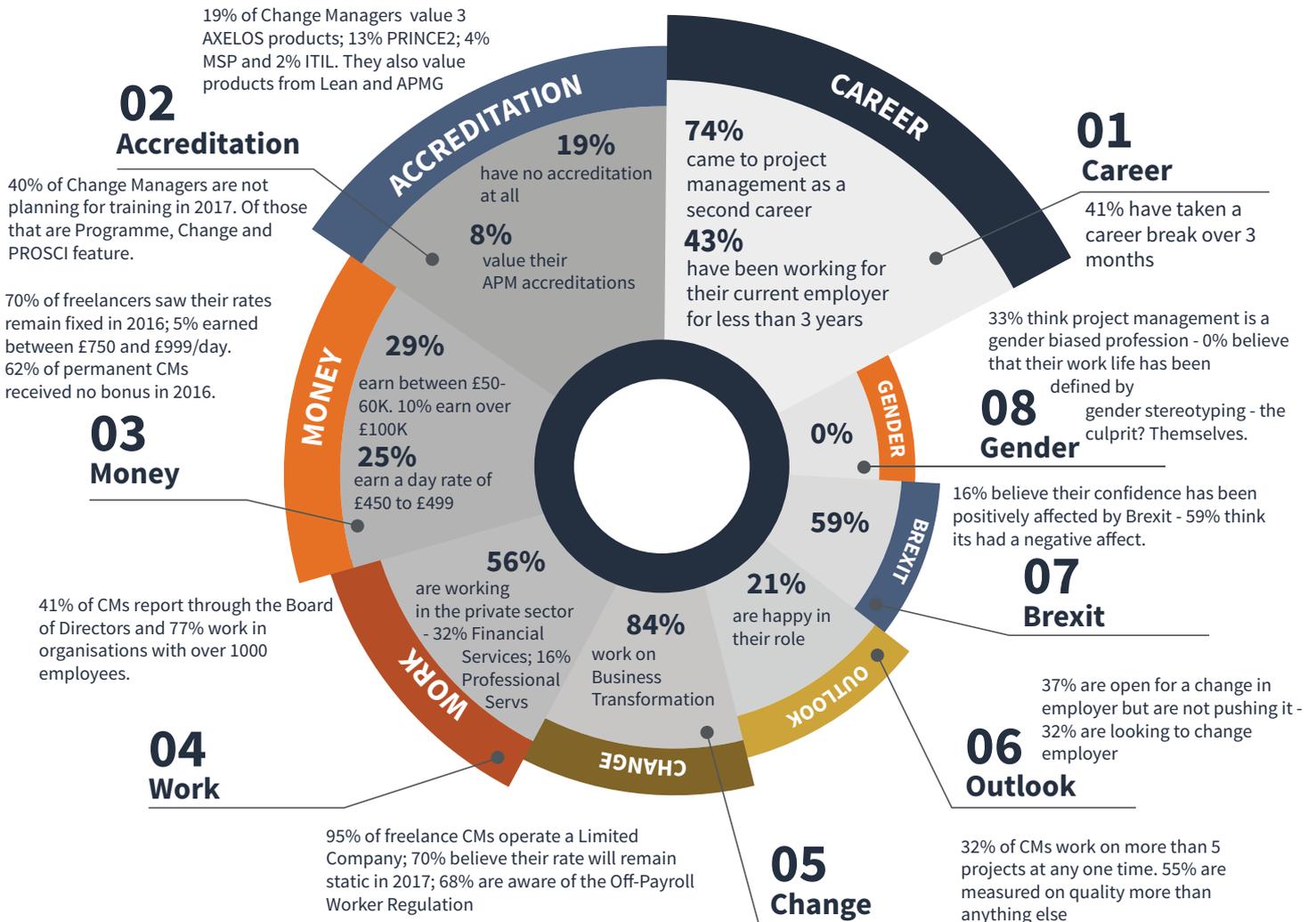
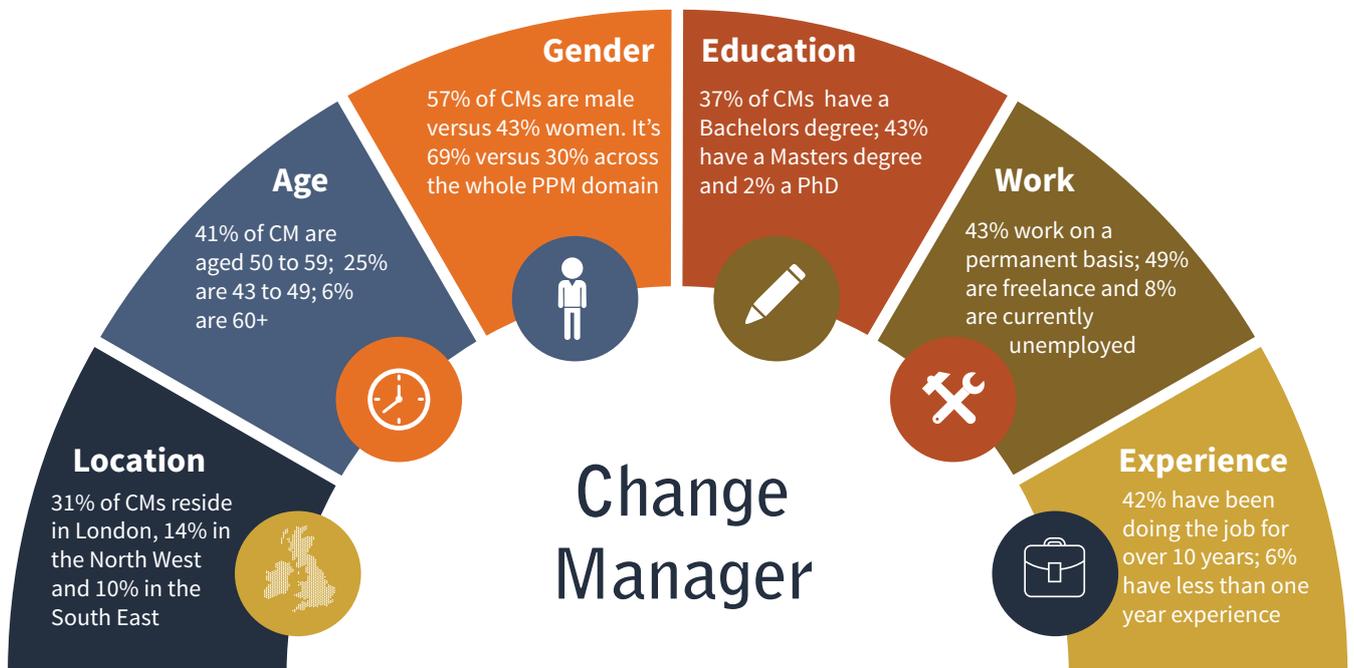
35% of freelance PMs have no contract in place as they headed into 2017; 34% were pressured to reduce their day rate during 2016



Chartered Status - Extremely and Very Important



The PM and their family are much better off than last year



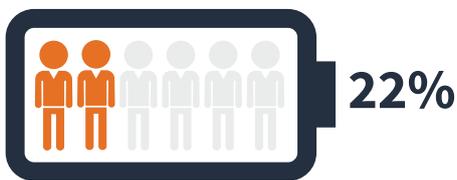
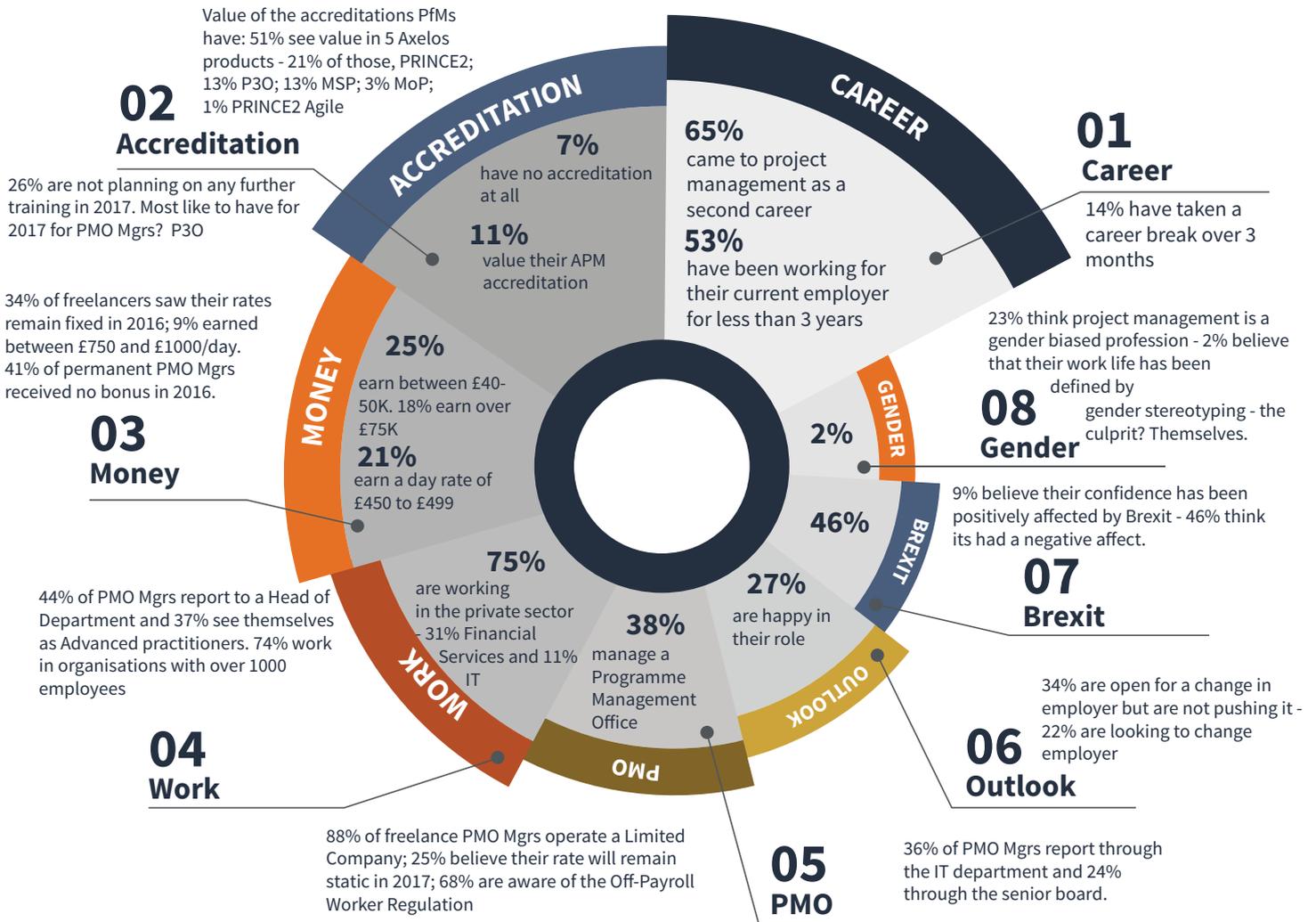
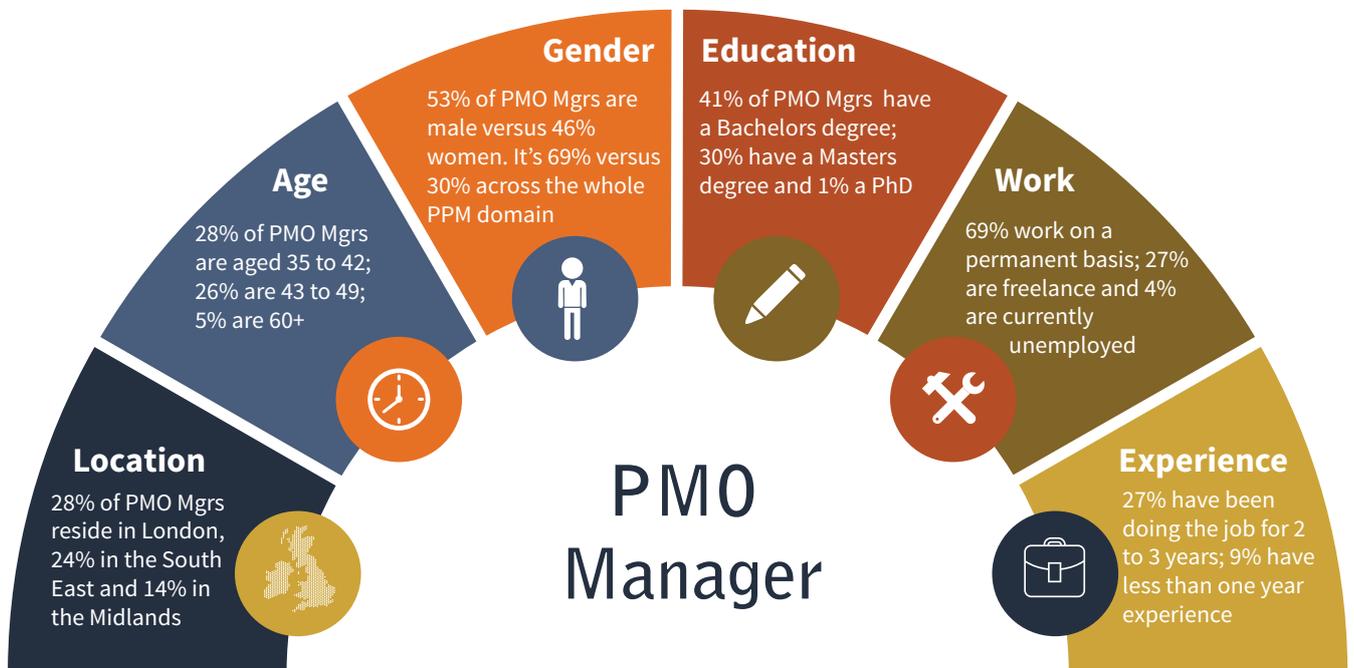
28% of freelance CMs have no contract in place as they headed into 2017; 42% were pressured to reduce their day rate during 2016



Chartered Status - Extremely and Very Important



CMs and their family are much better off than last year



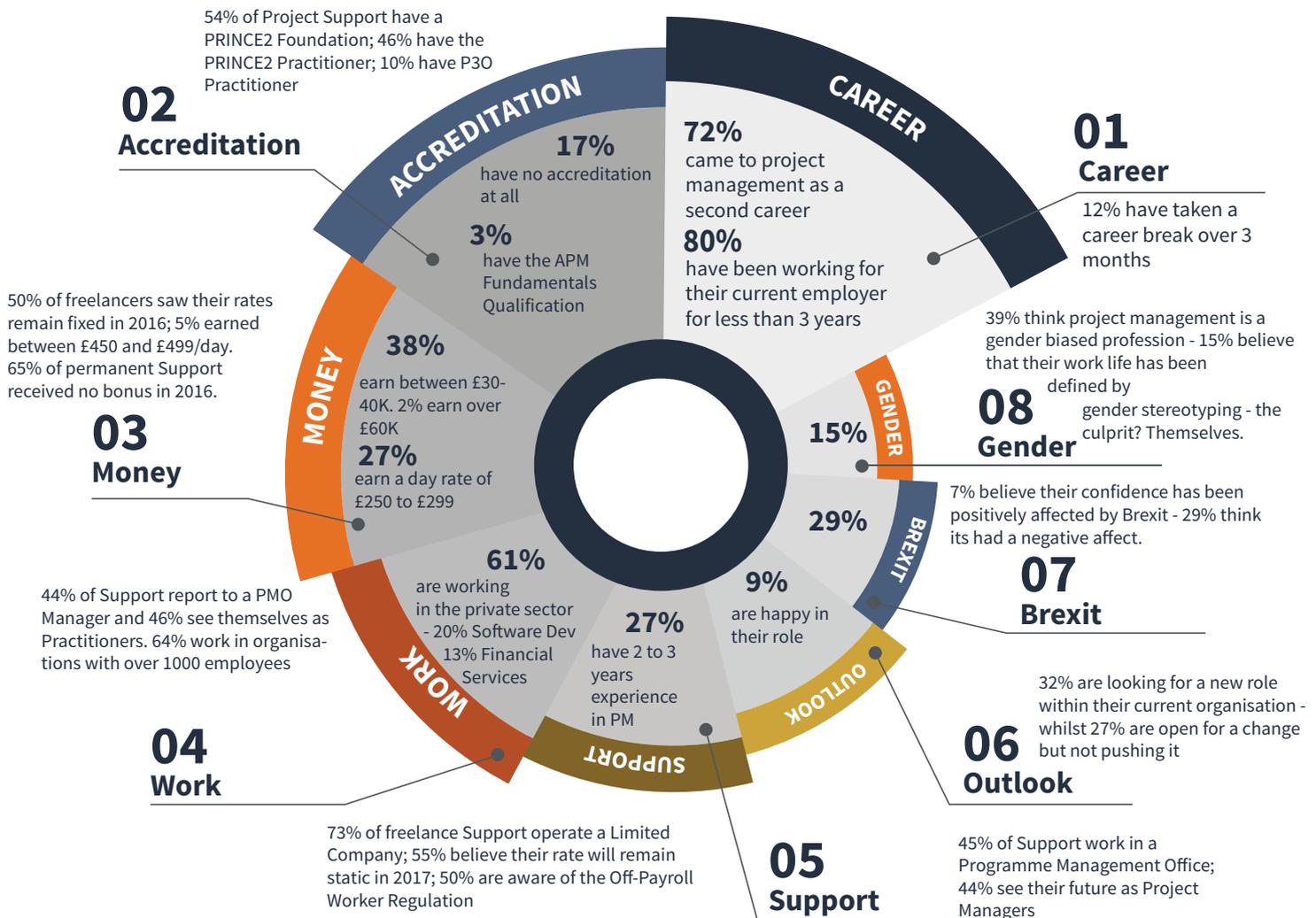
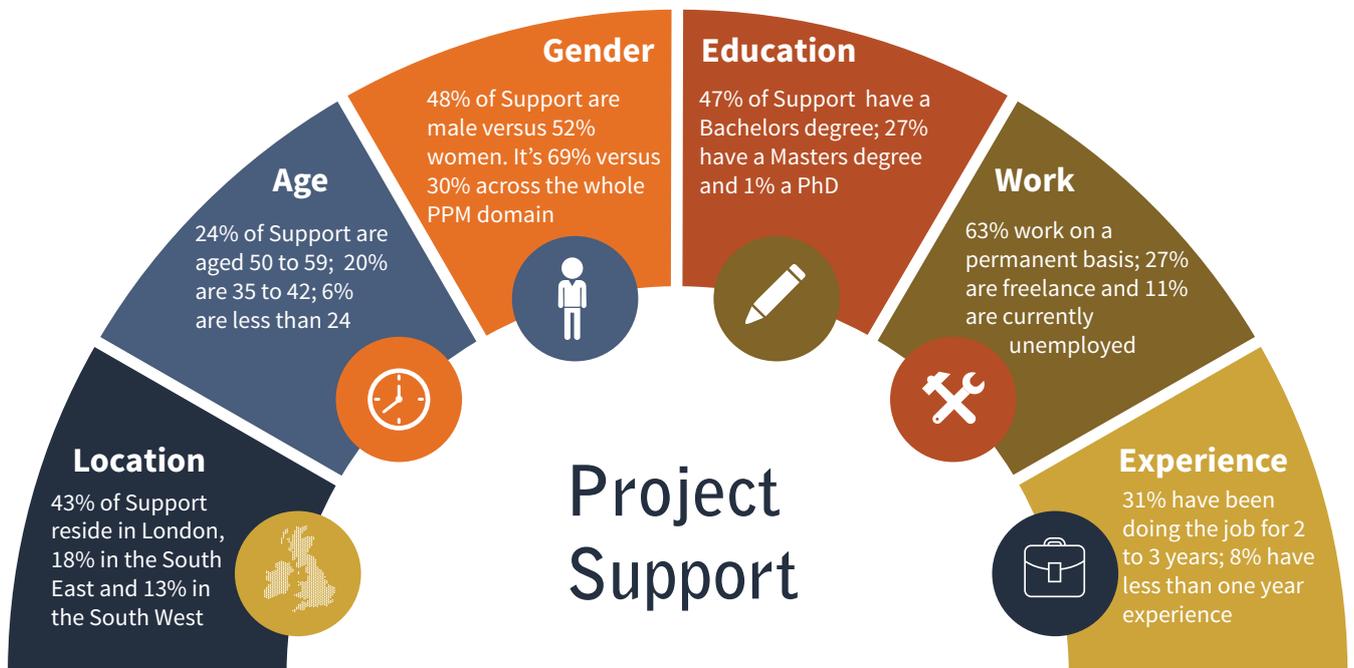
22% of freelance PMO Mgrs have no contract in place as they headed into 2017; 50% were pressured to reduce their day rate during 2016



Chartered Status - Extremely and Very Important



The PMO Mgr and their family are much better off than last year



24% of freelance Support have no contract in place as they headed into 2017; 42% were pressured to reduce their day rate during 2016



Chartered Status - Extremely and Very Important



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