



Earning Power

Project Management Salary Survey 10th Edition

**Earning Power:
Project Management Salary Survey
10th Edition**

**Project Management Institute
Newtown Square, Pennsylvania, USA**

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Earning Power: Project Management Salary Survey 10th Edition

Published by: Project Management Institute, Inc.
14 Campus Boulevard
Newtown Square, Pennsylvania 19073-3299 USA.
Phone: +610-356-4600
Fax: +610-356-4647
Email: customer-care@pmi.org
Internet: PMI.org

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About PMI

Project Management Institute (PMI) is the world's leading association for those who consider project, program or portfolio management their profession. Founded in 1969, PMI delivers value for more than three million professionals working in nearly every country in the world through global advocacy, collaboration, education and research. We advance careers, improve organizational success and further mature the project management profession through globally-recognized standards, certifications, communities, resources, tools, academic research, publications, professional development courses and networking opportunities. As part of the PMI family, ProjectManagement.com creates online global communities that deliver more resources, better tools, larger networks and broader perspectives.

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Introduction

Projects change the world, and project management professionals are the change agents. This is one profession where life is never dull...and where demand for skilled practitioners is high. Projects are proliferating globally and it's projected that, over the next decade, organizations of all sizes and types will need nearly 88 million people working in project management roles.*

PMI's biennial report, *Earning Power: Project Management Salary Survey, 10th edition*, is an industry-leading source of data for both project management practitioners and organizations who want to stay current with the salary landscape for today's project professional.

Our latest edition provides comprehensive insights from 33,000 respondents in 37 countries, with salary data reported in local currency in the individual country reports. New in this edition is salary information from three countries not previously covered—Chile, Costa Rica, and Ecuador.

Greater awareness of how skill level, experience, and certifications impact salary can give practitioners considerable earning power in a dynamic job market. And this critical data can help recruiters, human resources, and compensation professionals establish fair and equitable salaries for project management roles within their organizations.

Report highlights include:

- Survey respondents holding the Project Management Professional (PMP)[®] certification (82%) report higher median salaries than those without a PMP certification—**23% higher on average across the 37 countries surveyed.**
- Most respondents (70%) report that their total compensation (including salary, bonus, and other forms of compensation) increased over the 12 months prior to completing the salary survey. About one-quarter (26%) reported increases of at least 5% over that time period.

**Project Management Job Growth and Talent Gap Report 2017–2027*. PMI. 2017.

About this Report

The 10th edition of the *PMI Earning Power: Project Management Salary Survey* builds on features added from the ninth edition. The PMI Market Research Department continues to evolve this valuable offering to best serve the global project management community.

The 10th edition report is based on self-reported salary information from more than 33,000 professionals in project management, bringing accuracy to the salary figures. The stratified random sampling methodology used for this study results in the ability to report meaningful compensation data for 37 countries.

Comparison of Number of Respondents					
	Sixth edition	Seventh edition	Eighth edition	Ninth edition	10th edition
Australia	772	734	947	716	955
Belgium	0	275	300	215	314
Brazil	894	901	985	596	878
Canada	3,567	3,023	3,786	2,546	2,932
Chile	0	0	0	0	208
China	1,909	1,528	1,801	677	758
Colombia	0	369	438	289	464
Costa Rica	0	0	0	0	191
Ecuador	0	0	0	0	186
Egypt	0	0	270	166	178
France	339	456	483	454	721
Germany	828	742	745	559	992
Hong Kong	154	259	289	254	231
India	1,553	1,689	2,036	1,197	1,480
Ireland	0	386	450	438	557
Italy	508	678	774	666	1,071
Japan	1,154	652	647	398	699
Malaysia	0	370	414	389	440
Mexico	293	369	569	513	568
Netherlands	0	303	342	331	404
New Zealand	282	442	690	505	491
Nigeria	0	203	273	212	239
Peru	0	244	320	272	328
Poland	0	0	426	293	457
Qatar	0	0	212	346	316
Saudi Arabia	258	307	341	370	414
Singapore	380	624	774	549	665
South Africa	0	0	645	544	658
South Korea	472	221	213	177	267
Spain	0	424	843	734	1,238
Sweden	0	397	494	399	480
Switzerland	0	304	449	375	549
Taiwan	309	230	269	179	241
Turkey	0	0	0	333	355
United Arab Emirates	412	474	373	417	523
United Kingdom	824	647	847	561	759
United States	19,916	13,572	13,877	9,677	10,937

The report includes eight major position descriptions/levels in reporting the data. PMI worked with a third-party research firm, as well as with a volunteer group of PMI members, to make these descriptions as meaningful and “real-world” as possible. The use of these position descriptions to cross-tabulate the data throughout this report makes such information useful to everyone—from entry-level project managers to senior executives in project management.

In addition, the analysis of 15 demographic variables relating to compensation makes this report a must-have for project management employees and employers alike, not to mention compensation committees, human resource departments, and executive recruiters interested in the project management profession.

Within each country, annualized salary information is shown across each of the following variables.

Salary Data Point Variables	
Position Description	Gender
Years of Work Experience	Department/Function
Years Worked in Key Techniques	Industry
Years Worked in Project Management	Type of Project
Highest Formal Education Level Obtained	Number of Employees in Entire Organization
Degree in Project Management	Average Project Team Size
PMP® Status	Typical Project Budget
Training Per Year	

The report also includes reported salary increases over the past 12 months and expected salary increases over the next 12 months, as well as information on the presence of career paths for project managers across the globe and employee benefits, such as stock options, pension plans, and vacation days.

Lastly, as a benefit, PMI members can access a customized salary query at no charge. This query includes the following salary variable.

Variables for Online Query
Country
Position
Industry*
Company Size (annual revenues)*
State and Metropolitan Area (U.S. salary queries only)
Province (Canadian salary queries only)
PMP® status
Option to exclude “Self-employed” respondents (because self-employed data can skew results)
<small>*Available for Australia, Brazil, Canada, China, Colombia, Germany, France, India, Italy, Ireland, Japan, Malaysia, Mexico, New Zealand, Poland, Singapore, South Africa, Spain, Sweden, Switzerland, United Arab Emirates, United Kingdom, and United States salary queries only.</small>

Report Format

Immediately following this section of the report is the Summary of Findings section, which includes a synopsis of the key findings from this year's survey.

After the Summary of Findings, you will find the Detailed Findings from the survey. This part of the report is organized by country. All compensation information in the Detailed Findings section is shown in the local currency of each country.

Finally, the following appendices are located near the end of the document:

- Appendix A—Demographic Comparisons by Country
- Appendix B—Survey Instrument
- Appendix C—Sampling Methodology
- Appendix D—Exchange Rates

Data Considerations

The validity of data in the report, as in all survey research, is impacted by sample sizes. In some cases, the level of analysis in this report results in a small sample size. Small sample sizes provide less reliable summary statistics, such as means and medians, whereas larger sample sizes result in more reliable data.

Therefore, **salary data are presented in the report only if at least ten individuals provided information for a given response choice.** That means that no information (denoted by “–” in the tables) is shown in this report unless there are at least ten respondents for a given education level, industry affiliation, company size, and so forth.

Although the number ten is an arbitrary number, PMI has used this threshold in previous salary survey reports. Furthermore, requiring such a minimum does ensure respondent anonymity and provides a greater level of reliability in the data. Sample sizes are reported in all tables by using the symbol “n”. Percentages less than 0.5% are noted by the symbol “*”.

Reporting of Compensation Data

Although this survey did include questions about alternative compensation methods (such as bonuses), those earnings are not included in the “salary” figures. Instead, earnings from other methods are included in the “total compensation” figures. Furthermore, only those respondents who reported that they are employed “full-time” are included in the salary data.

Salary data are presented for the 25th percentile, 50th percentile (median), 75th percentile, and mean. A description of each follows:

- | | |
|------------------------|--|
| 25th percentile | The value above which 75% of respondents earned more. For example, if the 25th percentile for annualized salary was US\$60,000, then 75% of survey respondents earned more than US\$60,000. |
| 50th percentile | Also known as the median. The value at which half of all respondents earned more and half earned less. For example, if the 50th percentile for annualized salary was US\$80,000, then 50% of survey respondents earned more than US\$80,000 and 50% earned less than US\$80,000. |
| 75th percentile | The value above which 25% of respondents earned more. For example, if the 75th percentile for annualized salary was US\$100,000, then 25% of survey respondents earned more than US\$100,000. |
| Mean | Also known as the arithmetic average. The mean is more susceptible to outliers (unusually large or small numbers) in the data than the median. |

Summary of Findings

General Overview

More than two-thirds of survey participants (70%) report that their total compensation (including salary, bonus, and other forms of compensation) increased over the 12 months prior to completing the salary survey. About one-quarter (26%) reported increases of at least 5% over that time period.

PMI's globally-recognized Project Management Professional (PMP)[®] certification provides a significant advantage when it comes to salary and earning potential in virtually all countries included in this study. Among survey respondents, those holding the PMP certification report higher median salaries (23% higher on average across the 37 countries surveyed) than those without a PMP certification.

Median salary varied greatly depending on a number of key demographic factors, the greatest of which are the following:

- Country of employment
- Number of years of experience in project management
- Position/role
- Average size of projects managed, including average project budget and average project team size

A more detailed analysis of these factors follows.

Country of Employment

As seen in the table below, median salary (when converted to U.S. dollars using normal exchange rates) varies considerably among professional in project management from country to country.

The countries where project management professionals report the highest median salaries are Switzerland (US\$130,996), the United States (US\$112,000), and Australia (US\$108,593), whereas the country with the lowest median salary is Egypt (US\$10,159).

Annualized Salary (in U.S. Dollars) by Country		
Country	n=	Median salary exchange rate
Switzerland	549	\$130,966
United States	10,937	\$112,000
Australia	955	\$108,593
Germany	992	\$88,449
Netherlands	404	\$86,292
United Arab Emirates	523	\$84,930
New Zealand	491	\$84,480
Qatar	316	\$82,314
United Kingdom	759	\$81,227
Belgium	314	\$78,035
Ireland	557	\$75,506
Hong Kong	231	\$74,160
Sweden	480	\$73,769
Canada	2,932	\$73,495
South Africa	658	\$71,802
Singapore	665	\$67,875
Saudi Arabia	414	\$63,979
Japan	699	\$62,930
France	721	\$62,562
South Korea	267	\$62,300
Italy	1,071	\$53,933
Chile	208	\$51,340
Spain	1,238	\$48,539
Brazil	878	\$45,114
Poland	457	\$40,117
Costa Rica	191	\$38,640
Peru	328	\$36,244
Ecuador	186	\$35,000
Mexico	568	\$34,904
Turkey	355	\$33,130
Colombia	464	\$30,600
Taiwan	241	\$30,298
Malaysia	440	\$30,015
China	758	\$29,040
India	1,480	\$25,959
Nigeria	239	\$21,498
Egypt	178	\$10,159

Number of Years of Experience in Project Management

Not surprisingly, median salaries among professionals in project management increase along with their tenure in the profession.

Annualized Salary (in USD) by Years of Experience in Project Management

	<3 years	3–<5 years	5–<10 years	10–< 15 years	15–< 20 years	20+ years
Australia	\$68,827	\$76,474	\$91,769	\$111,652	\$122,358	\$133,830
Belgium	-	\$54,580	\$64,792	\$80,899	\$96,000	\$108,012
Brazil	\$32,224	\$33,054	\$40,602	\$47,084	\$58,003	\$64,448
Canada	\$48,747	\$59,996	\$66,797	\$76,495	\$83,432	\$89,994
Chile	-	\$36,240	\$50,736	\$54,360	\$62,331	\$70,967
China	\$23,595	\$22,651	\$29,040	\$31,944	\$34,848	\$26,862
Colombia	\$16,320	\$18,700	\$24,480	\$37,468	\$41,480	\$52,025
Costa Rica	\$21,000	\$34,145	\$38,850	\$43,200	-	-
Ecuador	-	\$22,200	\$31,200	\$38,000	\$56,000	-
Egypt	\$11,030	\$7,280	\$10,269	\$12,271	\$14,190	-
France	\$44,225	\$50,112	\$56,090	\$64,719	\$69,217	\$86,292
Germany	\$58,247	\$69,034	\$82,247	\$92,764	\$102,472	\$103,550
Hong Kong	-	\$61,800	\$64,375	\$79,104	\$92,700	\$98,494
India	\$17,102	\$21,378	\$24,432	\$31,304	\$38,175	\$45,810
Ireland	\$50,319	\$61,321	\$70,112	\$80,899	\$89,150	\$103,011
Italy	\$37,753	\$40,989	\$48,539	\$53,933	\$59,973	\$64,719
Japan	-	\$53,940	\$56,637	\$66,526	\$71,920	\$71,920
Malaysia	\$22,072	\$23,471	\$27,082	\$34,303	\$36,673	\$50,778
Mexico	\$17,522	\$23,521	\$31,572	\$36,834	\$49,989	\$52,812
Netherlands	\$56,090	\$59,326	\$75,506	\$91,685	\$97,079	\$107,865
New Zealand	\$49,368	\$61,952	\$75,328	\$88,000	\$95,040	\$98,560
Nigeria	-	\$12,505	\$22,330	\$28,710	\$38,280	-
Peru	\$19,610	\$25,584	\$36,548	\$40,325	\$48,366	\$60,914
Poland	\$25,229	\$30,275	\$37,844	\$43,621	\$45,412	\$50,458
Qatar	-	\$53,120	\$79,021	\$98,777	\$109,395	\$126,215
Saudi Arabia	\$36,788	\$45,319	\$63,979	\$79,974	\$95,436	\$118,362
Singapore	\$55,729	\$45,440	\$58,587	\$83,893	\$92,595	\$85,736
South Africa	\$38,103	\$40,688	\$56,644	\$75,033	\$87,758	\$95,736
South Korea	-	\$45,657	\$56,070	\$62,300	\$71,200	\$71,200
Spain	\$37,753	\$38,831	\$44,575	\$53,933	\$59,326	\$64,719
Sweden	\$51,751	\$59,923	\$62,646	\$73,769	\$76,265	\$85,118
Switzerland	\$94,698	\$101,879	\$121,536	\$136,003	\$146,077	\$161,189
Taiwan	\$22,605	\$22,953	\$29,511	\$32,790	\$36,069	\$47,546
Turkey	\$22,086	\$27,608	\$33,130	\$41,412	\$49,694	-
United Arab Emirates	\$54,442	\$65,330	\$78,396	\$98,000	\$124,128	\$143,727
United Kingdom	\$41,238	\$56,234	\$74,729	\$82,477	\$91,224	\$104,971
United States	\$75,000	\$85,000	\$100,000	\$115,000	\$122,000	\$130,000

PMP® Certification Status

The majority of survey respondents (82%) have the PMP certification. In virtually all countries included in this study, having a PMP appears to offer an advantage in terms of median salary. However, the benefit of having a PMP varies widely by country. The PMP certification offers the greatest advantage in South Africa, where PMP holders report a median salary that is 58% higher than those who do not hold the certification.

PMP tenure also plays a role. Among survey respondents in most countries, median salary steadily increases with the length of time one holds a PMP certification.

Annualized Salary (in U.S. Dollars) by PMP® Certification Status						
	PMP®	<5	5-<10	10+	Non-PMP®	PMP® Advantage
South Africa	\$75,392	\$66,217	\$79,780	\$95,736	\$47,868	58%
Ecuador	\$39,800	\$35,000	\$45,600	-	\$26,000	53%
Colombia	\$33,308	\$26,520	\$39,168	\$54,400	\$22,440	48%
Chile	\$54,360	\$51,340	\$55,266	-	\$37,938	43%
Mexico	\$36,834	\$29,230	\$40,412	\$56,119	\$25,836	43%
India	\$27,486	\$23,821	\$30,922	\$38,175	\$20,264	36%
Costa Rica	\$42,000	\$39,060	\$46,200	\$49,750	\$31,172	35%
Poland	\$41,754	\$38,146	\$47,531	\$50,963	\$31,662	32%
Egypt	\$10,754	\$9,100	\$13,071	\$13,545	\$8,273	30%
Malaysia	\$32,498	\$28,323	\$37,576	\$45,136	\$25,141	29%
United States	\$115,000	\$103,000	\$120,000	\$130,000	\$92,000	25%
Brazil	\$46,080	\$41,891	\$48,336	\$62,837	\$36,864	25%
United Arab Emirates	\$89,149	\$80,030	\$107,795	\$115,009	\$72,000	24%
Peru	\$36,548	\$34,112	\$43,858	\$52,538	\$29,848	22%
New Zealand	\$88,704	\$83,072	\$91,520	\$99,803	\$72,512	22%
Hong Kong	\$75,190	\$64,375	\$78,795	\$105,790	\$61,800	22%
Saudi Arabia	\$69,844	\$61,420	\$94,636	\$97,984	\$57,581	21%
Singapore	\$69,304	\$60,015	\$78,592	\$106,456	\$57,158	21%
Belgium	\$81,080	\$70,759	\$86,292	\$101,674	\$66,876	21%
Turkey	\$33,130	\$33,130	\$41,412	\$49,694	\$27,608	20%
United Kingdom	\$82,477	\$74,979	\$87,476	\$103,392	\$69,980	18%
Canada	\$74,995	\$68,508	\$77,995	\$88,944	\$63,746	18%
Spain	\$50,697	\$48,539	\$58,247	\$68,603	\$43,146	18%
South Korea	\$62,300	\$53,512	\$66,750	\$71,645	\$53,400	17%
France	\$64,719	\$59,326	\$67,955	\$75,506	\$55,669	16%
Germany	\$90,607	\$86,292	\$93,843	\$99,011	\$78,202	16%
Qatar	\$85,607	\$80,901	\$98,777	\$131,702	\$74,083	16%
Taiwan	\$30,495	\$27,708	\$32,462	\$36,233	\$26,560	15%
Netherlands	\$86,292	\$81,977	\$90,720	\$88,719	\$75,506	14%
Ireland	\$75,506	\$71,514	\$80,899	\$94,355	\$66,876	13%
Switzerland	\$136,003	\$128,951	\$141,040	\$151,115	\$121,718	12%
Italy	\$53,933	\$49,618	\$56,090	\$59,919	\$48,539	11%
Sweden	\$74,903	\$69,516	\$77,173	\$84,437	\$67,617	11%
Australia	\$110,887	\$100,946	\$114,711	\$122,358	\$100,181	11%
Japan	\$62,930	\$59,334	\$62,930	\$71,920	\$58,435	8%
Nigeria	\$21,542	\$19,140	\$26,796	-	\$20,097	7%
China	\$29,040	\$26,136	\$29,040	\$36,300	\$29,040	0%

Position

In virtually all countries included in this study, salary increases along with added responsibility. Once again, the rate of increase varies extensively from country to country. The most dramatic increase is seen in Nigeria, where the median salary increases from US\$13,079 for a project manager I to US\$20,735 for a project manager II and US\$30,305 for a project manager III.

In New Zealand, the median salary for a project manager I increases from US\$52,800 to US\$84,480 for a project manager III. In Qatar, the median salary for a project manager I increases from US\$72,436 to US\$114,581 for a project manager III.

Annualized Salary (in U.S. Dollars) by Position								
	Director of PM/PMO	Portfolio manager	Program manager	Project manager III	Project manager II	Project manager I	Project management specialist	Project management consultant
Australia	\$137,653	\$133,830	\$122,358	\$108,593	\$92,534	\$86,415	\$91,769	\$110,123
Belgium	\$106,409	\$91,685	\$93,840	\$79,317	\$66,397	\$59,326	-	\$64,719
Brazil	\$72,182	\$61,870	\$48,336	\$45,114	\$38,669	\$38,669	\$41,891	\$42,275
Canada	\$93,932	\$86,244	\$79,495	\$74,995	\$66,746	\$59,810	\$61,683	\$76,495
Chile	\$58,890	\$60,400	\$63,420	\$51,053	\$48,320	\$46,055	-	\$51,130
China	\$32,670	\$33,013	\$30,492	\$30,056	\$29,040	\$23,522	\$17,424	\$29,040
Colombia	\$39,015	\$42,840	\$35,346	\$32,980	\$24,480	\$23,800	\$26,515	\$26,860
Costa Rica	\$52,500	-	\$48,606	\$39,458	\$35,850	\$31,500	\$30,041	-
Ecuador	\$42,000	\$45,000	\$37,000	\$30,000	\$36,000	\$30,000	\$26,000	\$37,000
Egypt	\$13,788	-	\$13,236	\$10,368	\$9,789	\$7,258	\$7,942	-
France	\$78,202	\$73,780	\$71,191	\$64,719	\$57,438	\$56,419	\$59,326	\$50,697
Germany	\$97,458	\$106,786	\$98,941	\$88,449	\$86,292	\$78,741	\$79,550	\$75,506
Hong Kong	-	\$108,150	\$94,245	\$83,688	\$75,963	\$58,633	\$61,800	\$63,731
India	\$37,030	\$37,793	\$32,067	\$27,486	\$23,501	\$19,851	\$19,183	\$21,378
Ireland	\$102,472	\$88,989	\$86,292	\$77,663	\$64,719	\$58,786	\$57,168	\$80,305
Italy	\$64,719	\$64,719	\$59,326	\$55,011	\$50,697	\$43,146	\$46,382	\$47,461
Japan	\$78,213	\$80,910	\$74,617	\$70,122	\$62,930	\$56,556	\$62,930	\$70,122
Malaysia	\$48,517	\$39,494	\$36,199	\$32,498	\$32,498	\$24,875	\$22,568	\$23,809
Mexico	\$52,620	\$42,142	\$41,044	\$34,203	\$31,572	\$25,573	\$22,469	\$27,837
Netherlands	\$111,640	\$94,921	\$93,843	\$84,135	\$77,663	\$64,719	\$80,899	\$92,225
New Zealand	\$95,040	\$98,560	\$95,744	\$84,480	\$73,216	\$52,800	\$70,400	\$91,520
Nigeria	\$34,069	\$30,624	\$26,796	\$30,305	\$20,735	\$13,079	\$19,938	\$16,384
Peru	\$36,548	\$55,432	\$53,300	\$39,838	\$33,198	\$33,132	\$29,543	\$29,543
Poland	\$60,550	\$45,412	\$45,412	\$40,619	\$33,555	\$30,275	\$27,752	\$44,151
Qatar	\$101,521	\$125,177	\$98,777	\$114,581	\$91,204	\$72,436	\$65,851	\$82,314
Saudi Arabia	\$117,295	\$95,969	\$74,642	\$79,974	\$57,581	\$53,316	\$51,183	\$57,581
Singapore	\$106,565	\$103,598	\$85,736	\$72,876	\$64,302	\$52,871	\$49,298	\$68,589
South Africa	\$90,949	\$81,376	\$79,780	\$66,701	\$57,442	\$53,133	\$56,788	\$67,015
South Korea	\$68,530	-	\$71,200	\$74,315	\$63,750	\$55,892	\$56,960	\$54,290
Spain	\$64,180	\$63,101	\$57,168	\$50,697	\$46,463	\$42,067	\$43,146	\$42,067
Sweden	\$90,792	\$81,713	\$83,320	\$76,662	\$66,006	\$59,299	\$67,163	\$73,769
Switzerland	\$154,137	\$151,115	\$141,040	\$136,003	\$127,944	\$110,817	\$117,366	\$137,010
Taiwan	\$39,348	\$41,315	\$28,995	\$37,709	\$29,511	\$29,511	\$25,576	-
Turkey	\$44,173	\$49,694	\$33,130	\$34,786	\$30,369	\$27,608	\$21,562	\$33,130
United Arab Emirates	\$163,326	\$120,589	\$113,398	\$95,274	\$81,663	\$61,175	\$68,053	\$70,000
United Kingdom	\$126,215	\$93,724	\$93,724	\$76,104	\$68,731	\$60,483	\$62,483	\$93,724
United States	\$140,000	\$134,000	\$121,650	\$110,000	\$96,500	\$87,426	\$90,000	\$115,000

Project Size

Survey respondents managing larger projects in terms of average number of team members and average project budget also reported higher median salaries in most countries. However, variances in salary between those managing larger projects versus those managing smaller projects differ significantly from country to country.

Annualized Salary (in U.S. Dollars) by Average Number of Team Members

	<5	5-<10	10-<15	15-<20	20+
Australia	\$99,416	\$103,240	\$114,711	\$122,358	\$130,006
Belgium	\$72,809	\$77,059	\$86,831	\$78,386	\$90,607
Brazil	\$41,891	\$42,536	\$46,918	\$46,241	\$48,336
Canada	\$67,496	\$73,870	\$77,245	\$78,771	\$86,619
Chile	\$41,690	\$51,130	\$63,420	\$54,360	\$67,950
China	\$28,023	\$27,878	\$29,040	\$29,040	\$30,056
Colombia	\$24,480	\$29,988	\$34,000	\$34,360	\$34,680
Costa Rica	\$40,460	\$33,600	\$39,530	\$44,600	\$43,750
Ecuador	\$25,500	\$35,000	\$38,000	-	\$43,320
Egypt	\$8,273	\$9,265	\$13,236	\$12,905	\$11,030
France	\$59,326	\$62,863	\$64,719	\$61,483	\$64,719
Germany	\$80,899	\$86,292	\$88,449	\$91,685	\$102,472
Hong Kong	\$66,744	\$83,688	\$80,340	-	\$92,700
India	\$21,111	\$24,432	\$24,680	\$27,486	\$30,540
Ireland	\$73,995	\$74,427	\$77,663	\$86,292	\$86,292
Italy	\$48,539	\$52,315	\$57,168	\$53,933	\$62,562
Japan	\$53,940	\$59,784	\$62,930	\$62,930	\$71,920
Malaysia	\$22,044	\$30,309	\$33,473	\$26,134	\$35,206
Mexico	\$32,388	\$31,730	\$33,677	\$31,177	\$45,253
Netherlands	\$72,170	\$81,977	\$85,496	\$89,528	\$97,079
New Zealand	\$78,848	\$84,480	\$84,480	\$95,040	\$98,560
Nigeria	\$14,724	\$23,045	\$26,956	\$19,300	\$22,330
Peru	\$30,457	\$34,272	\$38,376	\$44,163	\$36,548
Poland	\$35,321	\$37,844	\$43,142	\$42,385	\$41,628
Qatar	\$79,021	\$82,314	\$96,033	\$86,978	\$98,777
Saudi Arabia	\$62,759	\$76,242	\$75,975	\$63,979	\$63,979
Singapore	\$55,729	\$70,697	\$71,724	\$65,731	\$85,736
South Africa	\$55,846	\$66,856	\$69,146	\$78,184	\$83,111
South Korea	\$62,300	\$57,850	\$71,200	\$66,750	\$71,200
Spain	\$44,225	\$48,539	\$53,933	\$52,315	\$56,629
Sweden	\$60,150	\$68,102	\$72,180	\$73,201	\$78,989
Switzerland	\$119,884	\$130,966	\$141,040	\$141,040	\$148,180
Taiwan	\$31,478	\$29,511	\$37,709	-	\$39,348
Turkey	\$33,130	\$33,268	\$33,130	\$33,130	\$38,099
United Arab Emirates	\$89,829	\$92,824	\$96,982	\$95,274	\$83,920
United Kingdom	\$69,356	\$77,478	\$86,226	\$83,727	\$93,724
United States	\$105,000	\$110,000	\$116,000	\$117,000	\$125,103

**Annualized Salary (in U.S. Dollars)
by Average Project Budget (in U.S. Dollars)**

	<100K	\$100K–499K	\$500K–999K	\$1 mil–\$10 mil	>\$10 mil
Australia	\$83,739	\$91,769	\$104,005	\$117,005	\$141,477
Belgium	\$61,140	\$70,112	\$74,400	\$86,292	\$102,472
Brazil	\$38,669	\$40,312	\$46,080	\$48,336	\$58,003
Canada	\$59,996	\$67,496	\$73,495	\$78,182	\$89,994
Chile	\$45,300	\$51,008	\$51,038	\$63,420	\$81,540
China	\$23,232	\$29,040	\$29,040	\$34,848	\$29,040
Colombia	\$23,052	\$26,520	\$31,766	\$36,630	\$43,758
Costa Rica	\$32,813	\$39,918	\$39,120	\$42,907	\$45,500
Ecuador	\$24,850	\$32,500	\$38,000	\$43,250	\$46,355
Egypt	\$9,376	\$9,899	\$8,273	\$11,912	\$11,306
France	\$57,708	\$59,326	\$62,562	\$63,640	\$69,034
Germany	\$76,584	\$80,899	\$86,292	\$94,813	\$102,472
Hong Kong	\$52,530	\$64,375	\$80,340	\$78,409	\$95,790
India	\$22,905	\$24,432	\$27,486	\$28,295	\$29,777
Ireland	\$66,443	\$75,506	\$71,083	\$80,899	\$91,685
Italy	\$47,461	\$51,775	\$53,933	\$56,090	\$59,326
Japan	\$58,147	\$58,435	\$62,930	\$71,920	\$71,920
Malaysia	\$22,568	\$27,082	\$32,724	\$33,852	\$38,366
Mexico	\$26,310	\$32,730	\$37,350	\$40,412	\$44,201
Netherlands	\$81,792	\$76,854	\$77,663	\$92,764	\$107,865
New Zealand	\$66,880	\$79,200	\$80,960	\$91,520	\$100,320
Nigeria	\$15,312	\$19,140	\$23,447	\$28,710	\$22,968
Peru	\$28,934	\$30,579	\$38,985	\$40,356	\$43,858
Poland	\$33,807	\$39,560	\$39,357	\$43,898	\$49,070
Qatar	\$66,058	\$75,199	\$77,375	\$89,448	\$88,899
Saudi Arabia	\$45,532	\$61,100	\$53,316	\$63,979	\$72,776
Singapore	\$55,729	\$60,373	\$65,946	\$74,468	\$77,877
South Africa	\$55,527	\$64,422	\$67,015	\$72,000	\$87,758
South Korea	\$55,180	\$49,840	\$62,300	\$62,300	\$64,970
Spain	\$43,146	\$47,461	\$49,618	\$53,933	\$59,326
Sweden	\$62,646	\$68,094	\$74,903	\$74,336	\$79,443
Switzerland	\$110,817	\$130,966	\$130,966	\$137,010	\$148,092
Taiwan	\$26,232	\$29,511	\$29,511	\$37,709	-
Turkey	\$33,130	\$33,350	\$33,130	\$33,130	\$36,443
United Arab Emirates	\$65,330	\$68,053	\$82,207	\$97,996	\$97,998
United Kingdom	\$66,856	\$74,667	\$74,979	\$89,506	\$92,474
United States	\$92,000	\$105,000	\$110,000	\$120,000	\$130,000

Australia

Detailed Findings – All Respondents



Total Compensation (in Australian Dollars)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	955	113,453	142,000	175,000	147,441
Total Compensation	955	120,000	150,000	185,500	157,087

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months	n=	Percent	Next 12 Months	n=	Percent
Decreased	50	5%	Decrease	25	3%
Remained the same	331	35%	Remain the same	284	30%
Increased less than 1%	50	5%	Increase less than 1%	52	5%
Increased 1% to 2.9%	228	24%	Increase 1% to 2.9%	252	26%
Increased 3% to 3.9%	93	10%	Increase 3% to 3.9%	126	13%
Increased 4% to 4.9%	36	4%	Increase 4% to 4.9%	46	5%
Increased 5% to 6.9%	48	5%	Increase 5% to 6.9%	59	6%
Increased 7% to 9.9%	29	3%	Increase 7% to 9.9%	27	3%
Increased 10% to 14.9%	45	5%	Increase 10% to 14.9%	48	5%
Increased 15% to 19.9%	14	1%	Increase 15% to 19.9%	12	1%
Increased 20% to 24.9%	14	1%	Increase 20% to 24.9%	9	1%
Increased 25% to 29.9%	7	1%	Increase 25% to 29.9%	4	*
Increased 30% or greater	10	1%	Increase 30% or greater	11	1%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	45	5%	150,000	180,000	225,000	186,726
Portfolio Manager	86	9%	143,000	175,000	213,000	177,586
Program Manager	191	20%	132,000	160,000	190,000	166,565
Project Manager III	280	29%	120,000	142,000	165,000	145,987
Project Manager II	148	15%	100,000	121,000	143,500	123,900
Project Manager I	84	9%	90,000	112,999	137,500	118,046
Project Management Specialist	61	6%	96,000	120,000	150,000	127,204
Project Management Consultant	60	6%	98,252	144,000	180,000	140,467

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	5	1%	--	--	--	--
3 < 5 years	11	1%	60,000	72,400	85,000	73,208
5 < 10 years	59	6%	90,000	100,000	125,000	109,848
10 < 15 years	188	20%	102,000	124,000	145,500	128,025
15 < 20 years	161	17%	115,000	140,000	164,000	143,555
20 years or more	531	56%	130,000	160,000	190,000	161,944

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	251	27%	105,000	134,200	165,000	140,493
1 to 5 years	495	54%	115,000	142,000	175,000	147,072
6 years or more	170	19%	128,000	157,500	190,000	162,763
Extreme Project Management						
None	618	69%	112,998	140,000	170,000	146,240
1 to 5 years	154	17%	110,000	145,500	175,000	145,084
6 years or more	119	13%	120,000	160,000	190,000	161,703
Process-Based Project Management						
None	226	25%	120,000	149,889	180,000	153,258
1 to 5 years	304	34%	100,000	125,000	157,000	131,514
6 years or more	376	42%	125,000	155,000	185,000	157,840
Event Chain Project Management						
None	614	70%	111,638	143,000	173,784	146,758
1 to 5 years	156	18%	111,199	138,000	173,500	143,275
6 years or more	109	12%	130,000	160,000	195,000	163,066
Project Portfolio Management						
None	277	30%	102,400	128,000	155,000	132,093
1 to 5 years	364	40%	110,000	140,000	168,541	143,402
6 years or more	269	30%	140,000	165,000	200,000	171,232
Program Management						
None	173	19%	95,780	116,000	145,000	121,600
1 to 5 years	382	42%	110,000	135,000	160,000	138,987
6 years or more	357	39%	140,000	166,244	200,000	171,462
Earned Value Management						
None	265	29%	105,000	125,000	155,000	132,926
1 to 5 years	338	37%	110,000	140,000	166,243	142,473
6 years or more	308	34%	132,467	162,349	199,000	167,644
Lean Project Management						
None	427	48%	110,000	140,000	166,243	142,387
1 to 5 years	335	37%	120,000	145,000	177,200	148,991
6 years or more	134	15%	126,000	160,000	200,000	165,337
Critical Chain Project Management						
None	441	49%	110,000	140,000	169,000	144,583
1 to 5 years	239	27%	110,000	136,000	175,000	143,176
6 years or more	211	24%	126,137	160,000	190,000	160,647
Waterfall Project Management						
None	181	20%	100,000	132,500	169,500	138,566
1 to 5 years	195	21%	93,000	120,000	141,000	121,142
6 years or more	538	59%	130,000	156,404	185,000	161,025
Risk Management						
None	46	5%	100,000	120,000	150,000	125,823
1 to 5 years	272	30%	95,000	120,000	146,000	123,865

6 years or more	604	66%	130,000	156,904	185,000	160,606
Change Management						
None	68	7%	100,000	129,000	150,000	127,656
1 to 5 years	360	39%	100,000	125,000	160,000	132,935
6 years or more	496	54%	129,500	156,904	188,750	161,489
Resource Management						
None	60	7%	96,176	120,000	145,500	120,533
1 to 5 years	267	29%	98,000	120,000	152,000	128,615
6 years or more	591	64%	128,000	156,000	185,000	160,108

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	27	3%	66,000	90,000	124,000	102,138
3 < 5 years	55	6%	82,000	100,000	120,000	104,350
5 < 10 years	277	29%	101,487	120,000	141,000	126,214
10 < 15 years	241	25%	120,000	146,000	170,000	150,276
15 < 20 years	172	18%	139,000	160,000	194,500	166,853
20 years or more	183	19%	149,000	175,000	200,000	177,226

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	26	3%	130,000	153,500	175,000	159,871
Some college or Associate's degree	99	10%	105,000	142,000	180,000	146,956
4-year college degree	389	41%	110,000	139,000	166,243	143,326
Master's degree	407	43%	117,000	145,000	180,000	149,609
Doctoral degree	34	4%	130,000	154,750	180,000	160,467

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	202	21%	110,000	141,000	180,000	145,648
No degree in PM	751	79%	115,000	142,000	175,000	148,061

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	645	68%	120,000	145,000	175,000	149,672
PMP for less than 1 year	3	*	--	--	--	--
PMP for 1 < 5 years	274	44%	110,000	132,000	163,000	137,974
PMP for 5 < 10 years	219	35%	121,000	150,000	180,000	152,881
PMP for 10 < 20 years	129	21%	142,000	160,000	196,000	169,723
PMP for 20+ years	2	*	--	--	--	--
Do not have a PMP Certification	310	32%	100,560	131,000	175,000	142,798

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	546	58%	110,000	143,996	176,289	148,698
5 to 9 days	268	28%	120,000	144,750	175,000	149,041
10 days or more	135	14%	102,400	130,000	168,000	139,315

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	741	81%	118,000	145,000	177,200	149,698
Female	176	19%	102,261	130,000	161,000	137,756

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	39	4%	126,000	140,000	175,000	153,528
Consulting	80	8%	120,000	155,500	175,500	154,145
Customer Service/Public Relations	12	1%	81,500	130,750	155,000	121,293
Engineering	85	9%	102,521	135,000	165,000	140,077
Finance	15	2%	115,000	132,000	190,000	149,467
Human Resources	2	*	--	--	--	--
Information Technology/Information Systems	276	29%	119,116	143,500	175,000	147,242
Operations/Manufacturing	35	4%	107,000	135,000	180,000	142,013
Project Management Department or PMO	342	36%	110,000	143,000	180,000	150,054
Quality Management	4	*	--	--	--	--
Research and Development	9	1%	--	--	--	--
Sales/Marketing	21	2%	105,000	122,000	156,000	130,140
Supply Chain Management/Logistics	12	1%	102,500	128,185	180,000	146,864
Training/Education	5	1%	--	--	--	--
Other	18	2%	110,000	170,000	236,000	173,489

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	8	1%	--	--	--	--
Business services	10	1%	120,000	134,500	180,000	142,515
Construction	49	5%	104,000	140,000	166,244	143,655
Consulting	71	7%	130,000	159,000	185,000	155,737
Engineering	71	7%	98,000	135,000	163,000	136,746
Financial services	81	8%	142,000	162,800	190,000	165,986
Food and beverage	15	2%	110,000	135,000	184,800	156,487
Government	83	9%	105,000	130,000	170,000	146,774
Healthcare	34	4%	110,000	130,000	147,000	130,021
Information technology	237	25%	110,000	138,000	165,000	141,756
Insurance	13	1%	132,000	160,000	197,837	165,280
Legal	2	*	--	--	--	--
Manufacturing	32	3%	105,280	134,500	172,699	138,473
Pharmaceuticals	8	1%	--	--	--	--
Real Estate	6	1%	--	--	--	--
Resources (Agriculture, Mining, etc.)	50	5%	128,277	176,000	200,000	172,808
Telecommunications	104	11%	111,992	138,185	175,500	145,591
Training/Education	12	1%	97,300	136,500	162,000	136,050
Utility	25	3%	117,000	141,000	155,000	138,474
Other	44	5%	107,500	144,500	180,000	147,420

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	318	33%	120,000	150,000	185,000	155,633
Construction	161	17%	110,000	150,000	175,000	149,262
Engineering	200	21%	111,500	142,500	171,199	145,816
Information Technology	599	63%	120,000	144,000	176,289	149,083
Manufacturing	41	4%	110,000	140,000	170,000	144,042
Operations	202	21%	110,000	143,500	176,000	147,763
Quality Management	62	7%	107,000	139,500	170,221	141,176
Regulatory Compliance	105	11%	126,137	160,000	185,000	159,321
Research and Development	64	7%	110,500	136,136	160,000	141,306
Supply Chain						
Management/Logistics	67	7%	110,000	140,000	172,000	147,023
Other	33	3%	96,000	124,899	146,000	128,898

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	95	10%	90,000	130,000	170,000	133,814
100 to 299	70	7%	110,000	125,000	165,000	136,196
300 to 999	70	7%	115,000	132,500	160,000	137,934
1,000 to 2,499	108	11%	110,000	134,000	158,404	137,664
2,500 to 4,999	115	12%	120,000	150,000	180,000	151,546
5,000 to 9,999	95	10%	115,000	143,000	180,000	153,511
10,000 or more	402	42%	120,000	150,000	181,000	154,292

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	111	15%	105,000	130,000	158,079	131,127
5-9 people	272	36%	110,500	135,000	162,000	140,676
10-14 people	143	19%	120,000	150,000	180,000	152,661
15-19 people	57	8%	132,934	160,000	220,000	172,944
20 or more people	177	23%	145,000	170,000	200,000	176,677

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	57	6%	88,688	109,500	126,000	108,940
\$100,000 to \$499,999	181	20%	100,000	120,000	149,778	127,022
\$500,000 to \$999,999	161	18%	115,000	136,000	160,000	139,220
\$1 million to \$10 million	351	39%	126,000	153,000	180,000	154,544
More than \$10 million	139	16%	150,000	185,000	225,000	186,783

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	207	22%
Yes - Informal	437	46%
No	262	27%
Don't Know	47	5%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	133	21%
Yes - Informal	342	53%
No	110	17%
Don't Know	55	9%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	398	42%
Yes - Informal	288	31%
No	198	21%
Don't Know	55	6%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	31	3%	105	11%	819	86%
Director of Project Management Office (PMO)	--	*	7	16%	38	84%
Portfolio Manager	4	5%	14	16%	70	81%
Program Manager	10	5%	20	10%	161	84%
Project Manager III	9	3%	38	14%	234	84%
Project Manager II	5	3%	10	7%	131	90%
Project Manager I	2	2%	8	10%	74	88%
Project Management Specialist	--	*	5	8%	56	92%
Project Management Consultant	1	2%	3	5%	55	93%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	10%	515	54%	100	10%
Director of Project Management Office (PMO)	8	18%	30	67%	7	16%
Portfolio Manager	12	14%	68	79%	9	10%
Program Manager	14	7%	112	59%	30	16%
Project Manager III	31	11%	149	53%	22	8%
Project Manager II	14	9%	78	53%	10	7%
Project Manager I	7	8%	35	42%	7	8%
Project Management Specialist	2	3%	23	38%	6	10%
Project Management Consultant	6	10%	20	33%	9	15%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	925	17.6	830	27.0
Director of Project Management Office (PMO)	44	18.8	43	26.4
Portfolio Manager	82	17.2	78	27.4
Program Manager	187	17.9	169	25.9
Project Manager III	273	17.1	244	26.4
Project Manager II	142	17.9	127	28.0
Project Manager I	82	17.5	67	27.2
Project Management Specialist	59	19.3	53	31.3
Project Management Consultant	56	15.5	49	27.0

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	141	15%	461	49%	66	7%
Director of Project Management Office (PMO)	4	9%	27	60%	6	13%
Portfolio Manager	9	11%	48	56%	4	5%
Program Manager	29	16%	91	49%	16	9%
Project Manager III	39	14%	144	52%	23	8%
Project Manager II	26	18%	70	49%	3	2%
Project Manager I	14	17%	35	42%	5	6%
Project Management Specialist	14	23%	23	38%	6	10%
Project Management Consultant	6	10%	23	39%	3	5%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	949	38.8	944	45.5
Director of Project Management Office (PMO)	45	38.3	45	49.0
Portfolio Manager	84	38.8	84	48.8
Program Manager	190	38.9	189	47.0
Project Manager III	280	38.5	279	44.9
Project Manager II	147	38.8	148	43.9
Project Manager I	83	39.2	82	44.1
Project Management Specialist	61	39.5	58	43.7
Project Management Consultant	59	39.0	59	44.4

Annualized Salary by Position Description - Self-Employed Only

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	10	6%	160,000	187,500	230,000	199,600
Portfolio Manager	13	8%	135,000	200,000	220,000	188,104
Program Manager	30	19%	140,000	187,500	245,000	191,498
Project Manager III	51	33%	140,000	160,000	180,000	162,922
Project Manager II	15	10%	128,000	150,000	162,000	150,667
Project Manager I	12	8%	90,250	115,000	147,500	119,958
Project Management Specialist	9	6%	--	--	--	--
Project Management Consultant	14	9%	100,000	177,500	200,000	160,429

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	35	4%	142,000	180,000	225,000	183,047
Portfolio Manager	73	9%	144,000	175,000	200,000	175,712
Program Manager	161	20%	130,000	158,345	185,000	161,919
Project Manager III	229	29%	116,000	140,000	164,000	142,215
Project Manager II	133	17%	99,453	118,232	140,000	120,882
Project Manager I	72	9%	90,000	112,999	137,500	117,727
Project Management Specialist	52	6%	94,500	117,500	145,949	119,781
Project Management Consultant	46	6%	96,504	135,000	165,000	134,391

Belgium

Detailed Findings – All Respondents



Total Compensation (in European Union Euros)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	314	58,000	72,346	96,000	80,208
Total Compensation	314	63,000	82,250	111,000	89,102

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months	n=	Percent	Next 12 Months	n=	Percent
Decreased	8	3%	Decrease	4	1%
Remained the same	84	27%	Remain the same	82	26%
Increased less than 1%	39	12%	Increase less than 1%	25	8%
Increased 1% to 2.9%	96	31%	Increase 1% to 2.9%	123	39%
Increased 3% to 3.9%	24	8%	Increase 3% to 3.9%	23	7%
Increased 4% to 4.9%	12	4%	Increase 4% to 4.9%	18	6%
Increased 5% to 6.9%	15	5%	Increase 5% to 6.9%	18	6%
Increased 7% to 9.9%	12	4%	Increase 7% to 9.9%	6	2%
Increased 10% to 14.9%	17	5%	Increase 10% to 14.9%	12	4%
Increased 15% to 19.9%	4	1%	Increase 15% to 19.9%	1	*
Increased 20% to 24.9%	1	*	Increase 20% to 24.9%	1	*
Increased 25% to 29.9%	1	*	Increase 25% to 29.9%	1	*
Increased 30% or greater	1	*	Increase 30% or greater	--	*

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	26	8%	80,000	98,650	120,000	99,485
Portfolio Manager	25	8%	60,000	85,000	97,000	83,041
Program Manager	66	21%	70,000	86,998	104,392	91,574
Project Manager III	91	29%	60,000	73,534	95,231	81,483
Project Manager II	52	17%	50,345	61,556	73,445	68,411
Project Manager I	25	8%	45,000	55,000	60,000	54,624
Project Management Specialist	8	3%	--	--	--	--
Project Management Consultant	21	7%	51,000	60,000	80,000	71,425

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	1	*	--	--	--	--
3 < 5 years	3	1%	--	--	--	--
5 < 10 years	33	11%	44,000	50,000	60,000	53,208
10 < 15 years	51	16%	53,200	61,000	74,889	63,641
15 < 20 years	71	23%	60,000	70,000	91,000	79,315
20 years or more	155	49%	68,435	90,000	110,000	92,822

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	108	36%	56,341	68,638	90,000	73,989
1 to 5 years	139	46%	56,500	72,316	95,000	78,592
6 years or more	52	17%	70,000	89,680	125,000	98,636
Extreme Project Management						
None	222	78%	58,000	71,676	93,264	78,245
1 to 5 years	44	15%	57,371	70,000	103,900	81,241
6 years or more	20	7%	80,000	97,566	117,000	99,781
Process-Based Project Management						
None	90	31%	60,000	68,145	91,000	74,617
1 to 5 years	99	34%	54,854	70,000	93,320	77,664
6 years or more	104	35%	60,000	81,500	103,488	86,890
Event Chain Project Management						
None	225	77%	60,000	72,000	95,000	79,712
1 to 5 years	44	15%	54,269	70,000	95,385	77,679
6 years or more	22	8%	54,000	85,000	100,273	86,499
Project Portfolio Management						
None	121	41%	50,422	60,024	78,745	68,020
1 to 5 years	110	37%	60,000	78,532	100,000	85,142
6 years or more	65	22%	75,060	91,000	110,000	96,479
Program Management						
None	71	24%	50,000	59,160	68,840	63,116
1 to 5 years	134	45%	59,000	71,940	96,000	81,786
6 years or more	93	31%	75,000	91,000	107,000	93,611
Earned Value Management						
None	97	33%	55,800	66,000	90,523	74,763
1 to 5 years	129	44%	57,000	70,000	91,740	77,979
6 years or more	70	24%	70,000	90,500	110,000	93,534
Lean Project Management						
None	155	53%	57,000	68,435	91,000	76,042
1 to 5 years	101	35%	57,000	75,000	99,000	81,410
6 years or more	35	12%	75,341	90,000	108,000	95,565
Critical Chain Project Management						
None	149	52%	58,255	70,000	91,740	78,733
1 to 5 years	85	29%	57,000	70,000	95,231	77,823
6 years or more	55	19%	63,000	84,686	100,000	87,684
Waterfall Project Management						
None	81	27%	50,390	64,896	84,000	66,839
1 to 5 years	66	22%	55,000	62,000	86,300	73,122
6 years or more	152	51%	65,000	84,843	108,025	90,658
Risk Management						
None	27	9%	47,000	55,800	64,896	63,900
1 to 5 years	110	37%	50,600	65,250	87,696	72,694

6 years or more	162	54%	65,000	84,000	104,392	88,424
Change Management						
None	31	10%	48,204	60,000	90,000	70,820
1 to 5 years	130	44%	56,500	65,600	91,000	75,159
6 years or more	135	46%	66,000	84,000	102,583	88,048
Resource Management						
None	22	8%	54,854	64,173	82,000	67,010
1 to 5 years	110	38%	50,390	64,500	86,300	70,873
6 years or more	160	55%	62,000	84,343	106,000	88,987

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	6	2%	--	--	--	--
3 > 5 years	33	11%	45,000	50,600	62,000	55,856
5 < 10 years	84	27%	52,600	60,068	75,000	70,190
10 < 15 years	79	25%	60,000	75,000	93,320	81,336
15 < 20 years	76	24%	70,500	89,000	102,500	91,674
20 years or more	36	11%	87,343	100,137	122,500	104,911

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	7	2%	--	--	--	--
Some college or Associate's degree	24	8%	59,232	75,201	98,150	82,936
4-year college degree	29	9%	54,000	60,024	80,000	71,518
Master's degree	208	66%	58,708	72,000	95,000	80,602
Doctoral degree	46	15%	57,000	76,873	97,300	79,818

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	56	18%	49,897	65,000	88,848	72,294
No degree in PM	258	82%	60,000	75,000	97,300	81,926

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	247	79%	60,000	75,168	97,440	82,927
PMP for less than 1 year	6	2%	--	--	--	--
PMP for 1 < 5 years	115	47%	55,000	65,700	90,523	76,385
PMP for 5 < 10 years	77	31%	60,700	80,000	100,000	86,256
PMP for 10 < 20 years	47	19%	72,316	94,260	105,000	93,995
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP Certification	67	21%	50,422	62,000	90,000	70,187

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	135	43%	60,000	70,000	97,300	81,686
5 to 9 days	125	40%	58,000	74,889	97,000	79,702
10 days or more	53	17%	55,000	71,800	91,000	78,020

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	247	80%	59,000	75,000	100,000	82,144
Female	62	20%	55,000	66,968	90,000	72,284

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General						
Management	15	5%	55,000	80,000	110,000	87,201
Consulting	28	9%	54,900	70,900	93,000	75,767
Customer Service/Public						
Relations	3	1%	--	--	--	--
Engineering	21	7%	52,000	74,000	85,000	76,710
Finance	7	2%	--	--	--	--
Human Resources	1	*	--	--	--	--
Information Technology/						
Information Systems	75	24%	60,000	73,534	97,300	82,985
Operations/Manufacturing	16	5%	57,341	64,173	85,262	73,972
Project Management						
Department or PMO	101	32%	58,000	72,000	97,440	80,800
Quality Management	5	2%	--	--	--	--
Research and Development	25	8%	60,000	74,889	91,000	75,263
Sales/Marketing	2	1%	--	--	--	--
Supply Chain						
Management/Logistics	6	2%	--	--	--	--
Training/Education	--	*	--	--	--	--
Other	9	3%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	10	3%	53,200	65,250	97,000	82,886
Business services	2	1%	--	--	--	--
Construction	3	1%	--	--	--	--
Consulting	25	8%	50,000	70,000	105,000	81,936
Engineering	27	9%	49,000	63,000	84,000	71,180
Financial services	24	8%	60,000	69,420	96,292	78,366
Food and beverage	4	1%	--	--	--	--
Government	13	4%	70,000	75,000	95,638	89,074
Healthcare	13	4%	43,200	55,680	93,264	74,714
Information technology	73	23%	58,464	75,341	99,000	83,373
Insurance	1	*	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	15	5%	74,889	90,000	100,273	92,612
Pharmaceuticals	38	12%	65,000	87,750	100,000	85,708
Real Estate	1	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	6	2%	--	--	--	--
Telecommunications	36	11%	56,768	69,000	85,150	73,903
Training/Education	--	*	--	--	--	--
Utility	4	1%	--	--	--	--
Other	19	6%	54,391	65,000	75,000	67,989

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	85	27%	63,450	84,000	110,000	89,586
Construction	25	8%	49,000	75,000	91,000	78,439
Engineering	63	20%	50,300	65,000	90,000	74,860
Information Technology	163	52%	60,000	75,060	99,000	84,458
Manufacturing	27	9%	59,000	70,000	105,000	82,948
Operations	58	19%	55,000	73,750	95,638	79,213
Quality Management	36	12%	60,000	81,000	109,511	87,133
Regulatory Compliance	30	10%	63,450	78,584	99,000	85,358
Research and Development	66	21%	60,000	76,000	100,000	80,429
Supply Chain						
Management/Logistics	29	9%	55,680	65,000	96,000	76,536
Other	16	5%	51,000	66,500	90,000	71,126

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	49	16%	47,950	60,000	93,320	77,275
100 to 299	18	6%	57,000	77,123	87,000	80,465
300 to 999	28	9%	42,500	55,557	85,500	73,369
1,000 to 2,499	41	13%	59,160	70,000	95,000	79,254
2,500 to 4,999	28	9%	59,320	64,500	78,532	73,398
5,000 to 9,999	15	5%	73,500	90,000	99,000	89,763
10,000 or more	135	43%	65,000	80,000	98,500	83,298

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	28	11%	50,711	67,500	85,843	71,246
5-9 people	88	36%	57,000	71,440	91,000	79,947
10-14 people	52	21%	60,556	80,500	104,500	89,224
15-19 people	24	10%	51,500	72,671	103,500	81,194
20 or more people	53	22%	70,000	84,000	102,800	88,676

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	25	8%	49,793	56,682	75,500	66,006
\$100,000 to \$499,999	71	24%	55,000	65,000	90,000	74,559
\$500,000 to \$999,999	51	17%	60,000	68,975	90,000	75,127
\$1 million to \$10 million	113	38%	60,000	80,000	102,000	85,843
More than \$10 million	35	12%	80,000	95,000	108,000	97,507

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	76	24%
Yes - Informal	114	36%
No	109	35%
Don't Know	15	5%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	34	18%
Yes - Informal	80	43%
No	58	31%
Don't Know	14	8%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	124	40%
Yes - Informal	102	33%
No	67	22%
Don't Know	15	5%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	31	10%	30	10%	255	82%
Director of Project Management Office (PMO)	1	4%	8	31%	17	65%
Portfolio Manager	4	16%	2	8%	20	80%
Program Manager	7	11%	5	8%	54	83%
Project Manager III	10	11%	10	11%	72	79%
Project Manager II	6	12%	4	8%	42	82%
Project Manager I	1	4%	1	4%	23	92%
Project Management Specialist	--	*	--	*	8	100%
Project Management Consultant	2	10%	--	*	19	90%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	82%	247	79%	214	68%
Director of Project Management Office (PMO)	24	92%	24	92%	16	62%
Portfolio Manager	18	72%	14	56%	14	56%
Program Manager	56	85%	58	88%	46	70%
Project Manager III	67	74%	67	74%	62	68%
Project Manager II	42	81%	40	77%	39	75%
Project Manager I	23	92%	19	76%	16	64%
Project Management Specialist	8	100%	7	88%	6	75%
Project Management Consultant	19	90%	18	86%	15	71%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	286	24.5	285	25.9
Director of Project Management Office (PMO)	26	25.7	25	25.3
Portfolio Manager	22	28.8	24	30.7
Program Manager	60	26.3	59	28.5
Project Manager III	81	22.0	85	24.0
Project Manager II	49	24.7	47	26.0
Project Manager I	23	23.3	23	23.5
Project Management Specialist	8	25.9	6	25.8
Project Management Consultant	17	23.4	16	23.2

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	143	46%	131	42%	32	10%
Director of Project Management Office (PMO)	13	50%	10	38%	3	12%
Portfolio Manager	15	63%	9	38%	4	17%
Program Manager	30	45%	31	47%	8	12%
Project Manager III	39	43%	37	41%	7	8%
Project Manager II	22	42%	24	46%	3	6%
Project Manager I	10	40%	10	40%	2	8%
Project Management Specialist	5	63%	2	25%	--	*
Project Management Consultant	9	45%	8	40%	5	25%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	312	38.9	312	45.3
Director of Project Management Office (PMO)	26	38.9	25	47.6
Portfolio Manager	24	39.0	24	46.3
Program Manager	66	39.1	66	47.4
Project Manager III	91	38.8	91	44.2
Project Manager II	52	38.7	52	43.4
Project Manager I	25	39.4	25	44.2
Project Management Specialist	8	40.0	8	45.0
Project Management Consultant	20	38.7	21	46.0

Annualized Salary by Position Description - Self-Employed Only

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	7	11%	--	--	-	-
Portfolio Manager	7	11%	--	--	-	-
Program Manager	15	23%	72,375	100,000	144,000	107,975
Project Manager III	21	32%	60,000	120,000	150,000	109,429
Project Manager II	6	9%	--	--	-	-
Project Manager I	5	8%	--	--	-	-
Project Management Specialist	--	*	--	--	--	-
Project Management Consultant	5	8%	--	--	--	--

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	19	8%	75,000	97,300	112,752	95,723
Portfolio Manager	18	7%	59,000	79,500	96,000	77,835
Program Manager	51	21%	66,000	82,000	102,000	86,750
Project Manager III	70	28%	60,000	71,500	88,500	73,099
Project Manager II	46	19%	50,000	60,000	70,000	62,335
Project Manager I	20	8%	44,671	53,796	61,000	54,948
Project Management Specialist	8	3%	--	--	--	--
Project Management Consultant	16	6%	50,108	55,217	65,000	57,808

Brazil

Detailed Findings – All Respondents



Total Compensation (in Brazilian Reais)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	878	104,000	140,000	192,000	154,850
Total Compensation	878	111,000	150,000	210,000	170,741

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months	n=	Percent	Next 12 Months	n=	Percent
Decreased	49	6%	Decrease	22	3%
Remained the same	199	23%	Remain the same	151	17%
Increased less than 1%	27	3%	Increase less than 1%	7	1%
Increased 1% to 2.9%	51	6%	Increase 1% to 2.9%	42	5%
Increased 3% to 3.9%	37	4%	Increase 3% to 3.9%	50	6%
Increased 4% to 4.9%	53	6%	Increase 4% to 4.9%	76	9%
Increased 5% to 6.9%	164	19%	Increase 5% to 6.9%	176	20%
Increased 7% to 9.9%	185	21%	Increase 7% to 9.9%	143	16%
Increased 10% to 14.9%	71	8%	Increase 10% to 14.9%	114	13%
Increased 15% to 19.9%	16	2%	Increase 15% to 19.9%	43	5%
Increased 20% to 24.9%	8	1%	Increase 20% to 24.9%	17	2%
Increased 25% to 29.9%	7	1%	Increase 25% to 29.9%	13	1%
Increased 30% or greater	11	1%	Increase 30% or greater	24	3%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	51	6%	130,000	224,000	300,000	230,586
Portfolio Manager	73	8%	150,000	192,000	232,800	200,966
Program Manager	127	14%	120,000	150,000	205,000	166,623
Project Manager III	243	28%	108,000	140,000	186,000	152,397
Project Manager II	156	18%	90,500	120,000	162,500	132,564
Project Manager I	93	11%	69,000	120,000	148,000	113,290
Project Management Specialist	55	6%	94,800	130,000	204,723	152,077
Project Management Consultant	80	9%	95,500	131,192	180,000	146,925

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	--	*	--	--	--	--
3 < 5 years	12	1%	87,000	104,000	120,200	106,653
5 < 10 years	95	11%	80,000	110,000	130,481	111,476
10 < 15 years	199	23%	100,000	125,000	170,000	137,108
15 < 20 years	213	24%	103,680	140,582	182,000	154,182
20 years or more	359	41%	120,000	168,000	222,000	178,170

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	263	31%	110,000	154,700	215,618	167,974
1 to 5 years	409	49%	100,000	130,000	180,000	143,902
6 years or more	165	20%	110,400	140,000	183,000	157,081
Extreme Project Management						
None	498	60%	104,000	142,851	195,000	155,751
1 to 5 years	192	23%	97,000	120,125	169,500	140,704
6 years or more	145	17%	110,000	144,000	200,000	163,545
Process-Based Project Management						
None	157	19%	104,000	140,400	192,000	150,985
1 to 5 years	300	36%	96,000	126,207	171,500	140,596
6 years or more	384	46%	115,500	150,000	209,750	166,819
Event Chain Project Management						
None	434	52%	109,000	144,000	195,000	157,359
1 to 5 years	248	30%	100,000	130,000	180,000	144,442
6 years or more	148	18%	100,000	142,692	197,500	160,569
Project Portfolio Management						
None	270	32%	96,000	126,000	171,000	136,809
1 to 5 years	338	40%	104,000	143,500	189,384	154,146
6 years or more	240	28%	120,000	155,500	225,000	178,049
Program Management						
None	208	24%	96,000	121,000	169,540	133,604
1 to 5 years	341	40%	102,000	140,000	182,000	146,354
6 years or more	302	35%	120,000	159,761	226,000	179,334
Earned Value Management						
None	192	23%	96,000	126,949	185,633	144,572
1 to 5 years	347	41%	100,000	130,000	175,000	142,782
6 years or more	298	36%	120,000	156,000	220,000	173,850
Lean Project Management						
None	357	42%	102,575	144,000	200,000	158,051
1 to 5 years	336	40%	105,025	135,250	180,000	147,182
6 years or more	148	18%	108,000	144,000	210,400	162,776
Critical Chain Project Management						
None	279	33%	100,000	143,000	192,400	153,543
1 to 5 years	301	36%	100,000	130,000	180,000	144,087
6 years or more	263	31%	111,800	150,000	215,000	168,713
Waterfall Project Management						
None	300	36%	107,800	148,000	203,549	162,686
1 to 5 years	205	24%	90,000	120,000	170,000	135,492
6 years or more	333	40%	111,000	144,000	192,400	157,541
Risk Management						
None	73	9%	100,000	130,000	177,000	140,264
1 to 5 years	358	42%	92,000	124,820	170,000	138,130

6 years or more	419	49%	120,000	156,000	215,000	171,057
Change Management						
None	69	8%	90,000	130,000	193,000	149,159
1 to 5 years	361	43%	96,000	130,000	178,000	140,575
6 years or more	419	49%	118,300	150,000	209,500	168,521
Resource Management						
None	68	8%	90,000	130,000	192,500	143,031
1 to 5 years	305	36%	96,000	121,200	168,000	134,309
6 years or more	473	56%	120,000	150,192	211,900	169,784

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	11	1%	54,000	100,000	110,500	87,613
3 < 5 years	63	7%	72,000	102,575	141,000	113,669
5 < 10 years	345	39%	96,000	126,000	160,000	133,860
10 < 15 years	244	28%	119,150	146,115	200,000	164,314
15 < 20 years	135	15%	122,000	180,000	240,000	186,760
20 years or more	80	9%	138,000	200,000	251,000	204,331

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	27	3%	84,000	122,000	168,000	142,739
Some college or Associate's degree	17	2%	80,000	134,000	185,265	134,502
4-year college degree	167	19%	96,000	130,000	180,000	140,361
Master's degree	532	61%	110,000	145,776	200,000	160,501
Doctoral degree	135	15%	110,000	130,000	180,000	155,489

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	416	47%	101,000	135,584	182,000	150,528
No degree in PM	460	53%	105,325	142,224	196,500	158,821

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	783	89%	108,146	143,000	195,000	158,220
PMP for less than 1 year	12	2%	95,485	119,073	182,500	136,869
PMP for 1 < 5 years	370	48%	99,000	130,000	168,000	139,974
PMP for 5 < 10 years	243	32%	116,000	150,000	200,000	161,471
PMP for 10 < 20 years	143	19%	144,000	195,000	250,000	202,883
PMP for 20+ years	1	*	--	--	--	--
Do not have a PMP Certification	95	11%	80,000	114,400	160,000	127,075

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	341	39%	100,000	130,384	189,000	148,472
5 to 9 days	206	24%	108,000	147,550	197,000	159,145
10 days or more	318	37%	110,000	143,500	191,971	159,187

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	728	84%	104,000	143,000	195,000	157,073
Female	134	16%	99,000	130,000	175,500	141,601

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	83	9%	104,483	145,000	190,000	161,236
Consulting	78	9%	105,000	147,450	224,000	174,597
Customer Service/Public Relations	7	1%	--	--	--	--
Engineering	90	10%	111,048	150,000	210,000	164,366
Finance	14	2%	50,000	92,250	136,900	97,143
Human Resources	2	*	--	--	--	--
Information Technology/Information Systems	248	28%	100,000	123,820	168,500	135,268
Operations/Manufacturing	23	3%	108,468	150,000	192,000	152,282
Project Management Department or PMO	267	30%	108,146	145,000	200,000	159,065
Quality Management	4	*	--	--	--	--
Research and Development	19	2%	126,300	150,000	210,000	173,336
Sales/Marketing	11	1%	96,000	175,600	202,800	175,736
Supply Chain Management/Logistics	4	*	--	--	--	--
Training/Education	5	1%	--	--	--	--
Other	23	3%	130,000	180,000	245,000	195,110

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	9	1%	--	--	--	--
Business services	10	1%	80,400	107,900	162,672	125,040
Construction	48	5%	134,250	173,500	240,000	192,193
Consulting	83	9%	108,000	144,000	200,841	164,133
Engineering	89	10%	108,000	140,000	200,000	161,075
Financial services	57	6%	96,928	120,000	160,000	128,144
Food and beverage	9	1%	--	--	--	--
Government	29	3%	102,000	130,000	180,000	154,201
Healthcare	18	2%	105,049	135,000	180,000	146,128
Information technology	272	31%	99,500	130,000	170,500	138,472
Insurance	8	1%	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	35	4%	120,000	145,600	180,000	159,523
Pharmaceuticals	8	1%	--	--	--	--
Real Estate	2	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	59	7%	120,000	178,100	235,000	187,451
Telecommunications	63	7%	96,000	141,000	193,000	152,457
Training/Education	8	1%	--	--	--	--
Utility	11	1%	102,000	120,000	256,000	178,708
Other	60	7%	111,024	171,750	235,900	177,520

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	223	25%	100,000	143,000	200,000	157,829
Construction	149	17%	120,000	180,000	250,000	192,266
Engineering	232	27%	120,000	160,000	227,802	177,721
Information Technology	524	60%	100,000	130,000	180,000	143,269
Manufacturing	76	9%	120,000	150,000	229,000	174,240
Operations	182	21%	111,000	150,000	195,000	162,564
Quality Management	93	11%	120,000	170,000	204,000	172,742
Regulatory Compliance	76	9%	102,000	147,898	220,000	169,308
Research and Development	102	12%	111,800	140,200	186,000	151,959
Supply Chain						
Management/Logistics	93	11%	120,000	165,000	220,000	175,900
Other	47	5%	104,000	145,000	192,657	147,606

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	88	10%	90,700	130,000	175,000	143,884
100 to 299	104	12%	95,390	127,950	180,000	138,270
300 to 999	83	9%	108,000	137,000	182,000	156,632
1,000 to 2,499	92	10%	96,500	130,000	176,500	146,913
2,500 to 4,999	43	5%	104,590	130,000	169,000	145,759
5,000 to 9,999	113	13%	111,048	156,000	204,000	165,447
10,000 or more	355	40%	110,500	150,000	200,000	161,794

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	96	14%	90,000	130,000	180,000	139,075
5-9 people	214	32%	99,000	132,000	186,700	147,977
10-14 people	147	22%	105,600	145,600	190,000	156,007
15-19 people	68	10%	110,000	143,500	216,555	170,446
20 or more people	147	22%	116,000	150,000	206,615	170,697

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	116	14%	85,450	120,000	173,500	131,367
\$100,000 to \$499,999	198	24%	96,000	125,099	168,000	137,717
\$500,000 to \$999,999	147	18%	110,000	143,000	182,000	152,133
\$1 million to \$10 million	247	30%	114,000	150,000	210,000	164,412
More than \$10 million	105	13%	130,000	180,000	233,000	195,602

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	222	25%
Yes - Informal	332	38%
No	299	34%
Don't Know	22	3%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	187	34%
Yes - Informal	272	50%
No	60	11%
Don't Know	27	5%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	289	33%
Yes - Informal	303	35%
No	245	28%
Don't Know	26	3%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	44	5%	33	4%	790	92%
Director of Project Management Office (PMO)	6	12%	3	6%	42	82%
Portfolio Manager	3	4%	3	4%	65	93%
Program Manager	7	6%	7	6%	112	90%
Project Manager III	10	4%	5	2%	224	94%
Project Manager II	6	4%	6	4%	142	92%
Project Manager I	7	8%	3	3%	80	89%
Project Management Specialist	1	2%	2	4%	51	94%
Project Management Consultant	4	5%	4	5%	74	93%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	18%	472	54%	527	61%
Director of Project Management Office (PMO)	18	35%	35	69%	27	53%
Portfolio Manager	18	25%	53	73%	46	63%
Program Manager	25	20%	89	71%	84	67%
Project Manager III	38	16%	139	58%	162	68%
Project Manager II	21	14%	75	49%	91	59%
Project Manager I	16	17%	41	45%	47	51%
Project Management Specialist	10	18%	20	36%	30	55%
Project Management Consultant	8	10%	20	25%	40	50%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	834	25.4	678	24.6
Director of Project Management Office (PMO)	50	24.4	43	22.5
Portfolio Manager	71	24.3	59	25.5
Program Manager	115	25.0	91	23.4
Project Manager III	234	26.1	187	26.3
Project Manager II	149	24.8	119	19.2
Project Manager I	90	27.3	76	28.6
Project Management Specialist	51	25.7	38	27.7
Project Management Consultant	74	24.0	65	24.7

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	207	24%	325	38%	51	6%
Director of Project Management Office (PMO)	11	22%	18	36%	3	6%
Portfolio Manager	17	23%	30	41%	3	4%
Program Manager	31	25%	41	34%	13	11%
Project Manager III	64	27%	88	37%	15	6%
Project Manager II	39	25%	59	38%	8	5%
Project Manager I	20	22%	40	45%	4	4%
Project Management Specialist	8	15%	24	44%	1	2%
Project Management Consultant	17	22%	25	32%	4	5%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	866	40.8	862	45.5
Director of Project Management Office (PMO)	51	41.1	51	47.0
Portfolio Manager	73	41.0	72	47.5
Program Manager	124	40.9	124	46.2
Project Manager III	241	41.0	238	46.0
Project Manager II	155	41.2	153	45.3
Project Manager I	90	40.8	91	44.7
Project Management Specialist	54	40.4	55	43.7
Project Management Consultant	78	39.5	78	42.3

Annualized Salary by Position Description - Self-Employed Only

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	21	12%	140,000	240,000	300,000	244,524
Portfolio Manager	13	7%	136,900	192,000	216,000	180,946
Program Manager	29	16%	130,000	173,000	205,000	175,263
Project Manager III	45	25%	114,000	133,000	180,000	150,467
Project Manager II	28	16%	91,023	120,000	159,000	130,198
Project Manager I	12	7%	60,000	105,000	155,000	113,250
Project Management Specialist	4	2%	--	--	--	--
Project Management Consultant	25	14%	120,000	144,000	180,000	156,494

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	30	4%	130,000	190,500	300,000	220,830
Portfolio Manager	60	9%	150,000	193,500	236,650	205,303
Program Manager	98	14%	120,000	150,000	205,000	164,066
Project Manager III	198	28%	107,120	140,000	189,000	152,836
Project Manager II	128	18%	90,500	120,725	162,500	133,082
Project Manager I	81	12%	75,000	120,000	145,000	113,296
Project Management Specialist	51	7%	100,000	130,000	208,000	155,199
Project Management Consultant	55	8%	85,000	127,000	180,000	142,575

Canada

Detailed Findings – All Respondents



Total Compensation (in Canadian Dollars)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	2,932	80,996	98,000	120,000	104,213
Total Compensation	2,932	85,000	105,000	130,650	112,534

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months			Next 12 Months		
	n=	Percent		n=	Percent
Decreased	125	4%	Decrease	67	2%
Remained the same	874	30%	Remain the same	760	26%
Increased less than 1%	138	5%	Increase less than 1%	156	5%
Increased 1% to 2.9%	871	30%	Increase 1% to 2.9%	962	33%
Increased 3% to 3.9%	279	10%	Increase 3% to 3.9%	369	13%
Increased 4% to 4.9%	132	5%	Increase 4% to 4.9%	164	6%
Increased 5% to 6.9%	160	5%	Increase 5% to 6.9%	190	6%
Increased 7% to 9.9%	116	4%	Increase 7% to 9.9%	75	3%
Increased 10% to 14.9%	117	4%	Increase 10% to 14.9%	114	4%
Increased 15% to 19.9%	33	1%	Increase 15% to 19.9%	26	1%
Increased 20% to 24.9%	26	1%	Increase 20% to 24.9%	18	1%
Increased 25% to 29.9%	16	1%	Increase 25% to 29.9%	5	*
Increased 30% or greater	44	2%	Increase 30% or greater	25	1%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	187	6%	110,000	125,251	150,000	131,695
Portfolio Manager	213	7%	95,000	115,000	134,000	119,449
Program Manager	519	18%	91,500	106,000	130,000	114,269
Project Manager III	718	24%	88,000	100,000	120,000	107,714
Project Manager II	547	19%	75,000	89,000	103,500	91,119
Project Manager I	327	11%	65,000	79,752	93,500	81,646
Project Management Specialist	208	7%	68,625	82,250	101,500	87,669
Project Management Consultant	213	7%	83,000	102,000	130,000	112,976

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	14	*	50,000	58,500	73,000	61,643
3 < 5 years	58	2%	55,000	65,000	80,000	66,750
5 < 10 years	341	12%	67,000	80,000	94,000	81,697
10 < 15 years	538	18%	76,000	90,000	106,000	93,295
15 < 20 years	559	19%	85,000	97,000	115,000	102,451
20 years or more	1,422	48%	92,000	110,000	135,000	116,384

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	1,025	37%	76,126	95,000	118,040	100,067
1 to 5 years	1,243	45%	81,000	97,000	120,000	103,924
6 years or more	479	17%	90,000	107,000	130,000	114,565
Extreme Project Management						
None	1,913	71%	80,000	97,000	120,000	102,383
1 to 5 years	469	17%	80,000	99,000	120,000	104,888
6 years or more	322	12%	90,000	105,500	135,000	114,863
Process-Based Project Management						
None	747	27%	80,668	98,000	120,000	103,483
1 to 5 years	904	33%	75,000	90,000	110,000	94,876
6 years or more	1,104	40%	88,700	105,000	130,000	112,388
Event Chain Project Management						
None	1,863	70%	81,000	98,000	120,000	104,133
1 to 5 years	499	19%	75,000	93,000	113,000	98,826
6 years or more	318	12%	88,000	106,000	130,000	114,396
Project Portfolio Management						
None	948	34%	74,000	89,162	108,000	92,988
1 to 5 years	1,036	38%	83,000	99,284	119,000	103,006
6 years or more	765	28%	95,000	115,000	140,000	120,871
Program Management						
None	692	25%	73,000	87,690	103,500	90,725
1 to 5 years	1,138	41%	80,000	96,750	115,000	100,335
6 years or more	957	34%	93,000	115,000	140,000	119,823
Earned Value Management						
None	992	36%	76,000	92,000	111,000	97,014
1 to 5 years	1,056	38%	80,000	97,000	119,000	101,454
6 years or more	710	26%	92,000	115,000	140,000	119,263
Lean Project Management						
None	1,304	48%	80,000	96,000	120,000	102,005
1 to 5 years	979	36%	80,000	96,754	120,000	102,728
6 years or more	444	16%	90,000	108,000	135,000	115,128
Critical Chain Project Management						
None	1,404	52%	80,175	98,000	120,000	103,507
1 to 5 years	746	27%	77,000	94,250	115,000	99,475
6 years or more	564	21%	89,000	106,500	130,000	112,724
Waterfall Project Management						
None	957	35%	75,600	95,000	120,000	100,562
1 to 5 years	604	22%	73,000	90,000	109,500	94,315
6 years or more	1,202	44%	90,000	105,000	125,251	112,298
Risk Management						
None	292	10%	70,000	85,125	100,190	89,611
1 to 5 years	1,108	40%	75,000	90,000	108,000	94,397

6 years or more	1,391	50%	91,400	110,000	131,000	115,579
Change Management						
None	320	11%	71,020	90,000	110,000	93,133
1 to 5 years	1,063	38%	75,000	90,000	108,000	94,715
6 years or more	1,402	50%	90,000	108,000	130,000	114,389
Resource Management						
None	287	10%	73,000	90,000	109,000	92,768
1 to 5 years	988	36%	73,000	89,000	105,000	92,746
6 years or more	1,503	54%	90,000	107,000	130,000	114,017

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	82	3%	55,000	65,000	85,000	68,992
3 < 5 years	233	8%	64,743	80,000	95,000	82,331
5 < 10 years	947	32%	75,000	89,068	105,000	92,234
10 < 15 years	767	26%	88,864	102,000	120,000	108,321
15 < 20 years	478	16%	92,000	111,250	135,000	116,385
20 years or more	425	14%	100,000	120,000	150,000	128,596

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	43	1%	80,000	100,000	120,000	109,542
Some college or Associate's degree	424	14%	80,000	98,000	120,000	105,080
4-year college degree	1,363	46%	80,000	96,000	120,000	101,472
Master's degree	1,021	35%	83,000	100,000	125,000	106,782
Doctoral degree	81	3%	85,000	108,000	130,000	110,595

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	534	18%	75,000	95,000	120,000	100,777
No degree in PM	2,383	82%	82,000	100,000	120,000	104,926

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	2,391	82%	85,000	100,000	122,000	107,082
PMP for less than 1 year	32	1%	61,250	71,500	88,000	75,789
PMP for 1 < 5 years	1,075	46%	80,000	92,000	112,000	97,939
PMP for 5 < 10 years	785	33%	87,500	104,000	125,251	111,059
PMP for 10 < 20 years	449	19%	100,000	119,000	140,000	124,447
PMP for 20+ years	8	*	--	--	--	--
Do not have a PMP Certification	541	18%	67,000	85,000	107,500	91,533

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	1,418	49%	80,200	98,000	120,000	104,689
5 to 9 days	887	31%	82,500	100,000	122,000	105,466
10 days or more	573	20%	80,000	96,000	120,000	101,880

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	1,856	66%	85,000	100,000	125,000	108,244
Female	949	34%	75,000	91,000	111,000	95,996

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	197	7%	70,000	95,000	120,000	99,831
Consulting	269	9%	90,000	110,000	131,811	114,401
Customer Service/Public Relations	21	1%	80,000	85,500	100,000	87,383
Engineering	288	10%	85,000	103,000	125,000	107,262
Finance	54	2%	80,000	95,426	113,000	98,897
Human Resources	20	1%	73,507	87,537	100,500	90,310
Information Technology/ Information Systems	585	20%	85,000	100,000	120,000	107,347
Operations/Manufacturing	160	5%	76,000	90,000	118,000	99,228
Project Management Department or PMO	1,008	34%	81,033	98,000	120,000	104,005
Quality Management	36	1%	78,250	89,500	102,709	94,509
Research and Development	77	3%	74,000	93,319	114,000	93,837
Sales/Marketing	44	2%	71,000	84,601	100,000	87,787
Supply Chain Management/Logistics	29	1%	75,000	96,000	110,000	94,294
Training/Education	20	1%	68,123	77,000	93,500	87,557
Other	124	4%	82,147	95,000	113,500	102,840

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	74	3%	80,000	99,250	126,000	106,342
Business services	26	1%	56,000	78,625	90,000	78,856
Construction	244	8%	79,250	95,000	120,000	102,270
Consulting	239	8%	90,000	110,000	135,000	116,624
Engineering	244	8%	85,000	103,000	125,000	107,685
Financial services	274	9%	82,500	96,750	120,000	102,822
Food and beverage	21	1%	80,000	98,500	120,000	101,607
Government	339	12%	83,680	97,000	112,000	98,987
Healthcare	146	5%	79,000	90,000	110,000	98,427
Information technology	439	15%	82,000	98,000	120,000	105,674
Insurance	60	2%	78,224	95,000	107,500	97,757
Legal	8	*	--	--	--	--
Manufacturing	113	4%	75,000	90,000	110,000	94,517
Pharmaceuticals	51	2%	70,000	90,000	115,000	93,317
Real Estate	22	1%	71,500	94,000	117,000	103,437
Resources (Agriculture, Mining, etc.)	114	4%	100,000	130,000	160,000	132,634
Telecommunications	158	5%	80,000	95,000	119,694	99,538
Training/Education	40	1%	68,500	82,500	102,500	88,916
Utility	106	4%	95,000	115,000	131,000	116,107
Other	214	7%	72,844	90,000	114,000	96,847

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	820	28%	85,000	101,000	125,000	109,814
Construction	713	24%	82,000	100,000	125,000	106,397
Engineering	716	24%	85,000	105,000	125,171	109,068
Information Technology	1,424	49%	84,000	100,000	120,000	106,084
Manufacturing	196	7%	79,500	95,000	114,168	97,485
Operations	711	24%	80,000	95,000	120,000	102,160
Quality Management	307	10%	80,000	94,681	120,000	101,241
Regulatory Compliance	356	12%	86,000	100,000	120,000	107,353
Research and Development	281	10%	80,000	97,000	120,000	99,348
Supply Chain						
Management/Logistics	194	7%	86,420	100,000	120,000	105,645
Other	210	7%	75,000	94,750	120,000	102,078

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	433	15%	72,000	90,000	122,000	101,588
100 to 299	228	8%	73,102	90,000	115,000	95,018
300 to 999	363	12%	78,000	96,000	120,000	101,403
1,000 to 2,499	307	10%	82,000	97,525	119,000	102,855
2,500 to 4,999	320	11%	85,000	100,000	120,500	107,356
5,000 to 9,999	244	8%	86,350	98,000	120,000	106,293
10,000 or more	1,035	35%	85,000	101,000	122,000	107,298

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	354	16%	75,000	90,000	105,000	93,141
5-9 people	790	35%	82,500	98,500	120,000	102,623
10-14 people	503	23%	86,000	103,000	125,000	109,870
15-19 people	184	8%	90,000	105,036	124,371	111,179
20 or more people	398	18%	95,000	115,500	150,000	123,818

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	332	12%	65,000	80,000	98,015	84,233
\$100,000 to \$499,999	606	22%	76,000	90,000	110,000	95,133
\$500,000 to \$999,999	415	15%	85,000	98,000	120,000	104,035
\$1 million to \$10 million	971	36%	87,770	104,250	127,253	110,844
More than \$10 million	374	14%	97,500	120,000	145,000	125,822

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	595	20%
Yes - Informal	1,351	46%
No	822	28%
Don't Know	150	5%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	362	19%
Yes - Informal	1,084	56%
No	312	16%
Don't Know	166	9%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	1,020	35%
Yes - Informal	1,012	35%
No	689	24%
Don't Know	155	5%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	173	6%	301	10%	2,440	84%
Director of Project Management Office (PMO)	26	14%	28	15%	135	73%
Portfolio Manager	14	7%	37	18%	160	77%
Program Manager	31	6%	49	10%	427	84%
Project Manager III	40	6%	77	11%	603	85%
Project Manager II	23	4%	43	8%	479	88%
Project Manager I	15	5%	32	10%	277	86%
Project Management Specialist	15	7%	21	10%	173	85%
Project Management Consultant	9	4%	14	7%	186	89%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	12%	1,657	57%	1,325	46%
Director of Project Management Office (PMO)	45	24%	138	74%	106	57%
Portfolio Manager	31	15%	158	75%	113	53%
Program Manager	54	10%	327	63%	235	46%
Project Manager III	83	12%	418	59%	311	44%
Project Manager II	63	12%	307	56%	242	44%
Project Manager I	33	10%	151	47%	148	46%
Project Management Specialist	21	10%	71	35%	105	52%
Project Management Consultant	19	9%	87	42%	65	31%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	2,760	14.0	2,619	19.5
Director of Project Management Office (PMO)	177	15.4	176	21.1
Portfolio Manager	194	15.0	202	20.9
Program Manager	491	14.2	481	19.8
Project Manager III	682	13.7	649	18.9
Project Manager II	519	14.2	489	19.9
Project Manager I	309	14.5	271	20.9
Project Management Specialist	192	14.2	175	20.1
Project Management Consultant	196	10.9	176	14.1

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	1,015	35%	1,389	48%	187	6%
Director of Project Management Office (PMO)	57	31%	91	49%	11	6%
Portfolio Manager	89	42%	111	53%	13	6%
Program Manager	194	38%	229	45%	30	6%
Project Manager III	228	32%	359	50%	38	5%
Project Manager II	191	35%	282	52%	35	6%
Project Manager I	133	41%	169	52%	21	7%
Project Management Specialist	85	42%	91	45%	30	15%
Project Management Consultant	38	18%	57	27%	9	4%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	2,910	38.5	2,890	43.8
Director of Project Management Office (PMO)	187	38.8	184	47.0
Portfolio Manager	211	38.3	209	45.2
Program Manager	518	38.4	518	44.6
Project Manager III	714	38.4	709	43.8
Project Manager II	544	38.5	543	43.0
Project Manager I	325	38.8	317	42.3
Project Management Specialist	202	38.8	203	42.2
Project Management Consultant	209	38.2	207	42.9

Annualized Salary by Position Description - Self-Employed Only

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	43	8%	111,675	135,000	156,000	140,158
Portfolio Manager	39	7%	100,000	128,500	165,000	136,056
Program Manager	92	16%	105,000	134,750	180,006	145,575
Project Manager III	147	26%	96,500	120,000	160,000	129,171
Project Manager II	63	11%	77,000	95,000	120,000	99,070
Project Manager I	42	7%	70,000	80,000	98,500	87,916
Project Management Specialist	32	6%	75,000	88,000	137,500	104,090
Project Management Consultant	103	18%	96,000	130,000	160,000	132,140

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	144	6%	110,000	125,000	145,000	129,168
Portfolio Manager	174	7%	95,000	115,000	130,000	115,727
Program Manager	427	18%	90,000	103,000	120,000	107,524
Project Manager III	571	24%	86,000	98,000	116,500	102,191
Project Manager II	484	20%	75,000	88,377	102,000	90,084
Project Manager I	285	12%	65,000	78,000	92,000	80,722
Project Management Specialist	176	7%	65,474	81,958	100,000	84,683
Project Management Consultant	110	5%	79,851	93,000	109,000	95,032

Chile

Detailed Findings – All Respondents



Total Compensation (in Chilean Pesos)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	208	24,560,000	34,000,000	46,000,000	36,793,378
Total Compensation	208	26,100,000	37,039,500	51,140,000	40,885,500

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months			Next 12 Months		
	n=	Percent		n=	Percent
Decreased	11	5%	Decrease	6	3%
Remained the same	59	29%	Remain the same	37	18%
Increased less than 1%	9	4%	Increase less than 1%	9	4%
Increased 1% to 2.9%	57	28%	Increase 1% to 2.9%	31	15%
Increased 3% to 3.9%	16	8%	Increase 3% to 3.9%	21	10%
Increased 4% to 4.9%	14	7%	Increase 4% to 4.9%	18	9%
Increased 5% to 6.9%	13	6%	Increase 5% to 6.9%	29	14%
Increased 7% to 9.9%	6	3%	Increase 7% to 9.9%	10	5%
Increased 10% to 14.9%	13	6%	Increase 10% to 14.9%	27	13%
Increased 15% to 19.9%	2	1%	Increase 15% to 19.9%	6	3%
Increased 20% to 24.9%	3	1%	Increase 20% to 24.9%	4	2%
Increased 25% to 29.9%	2	1%	Increase 25% to 29.9%	1	*
Increased 30% or greater	2	1%	Increase 30% or greater	8	4%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	20	10%	26,300,000	39,000,000	50,581,944	38,910,214
Portfolio Manager	19	9%	32,000,000	40,000,000	60,000,000	48,528,746
Program Manager	40	19%	26,400,000	42,000,000	55,900,000	42,878,205
Project Manager III	36	17%	25,000,000	33,810,000	45,500,000	35,748,124
Project Manager II	45	22%	23,000,000	32,000,000	40,000,000	33,460,188
Project Manager I	22	11%	20,400,000	30,500,000	36,600,000	29,985,581
Project Management Specialist	9	4%	--	--	--	--
Project Management Consultant	17	8%	25,000,000	33,861,152	44,400,000	34,121,883

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	--	*	--	--	--	--
3 < 5 years	3	1%	--	--	--	--
5 < 10 years	34	16%	20,110,756	24,560,000	37,209,000	27,701,499
10 < 15 years	61	29%	24,000,000	34,000,000	45,000,000	35,211,494
15 < 20 years	41	20%	26,500,000	34,679,000	48,000,000	39,879,438
20 years or more	69	33%	26,400,000	36,000,000	52,000,000	41,642,225

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	65	33%	25,000,000	35,000,000	50,000,000	39,152,607
1 to 5 years	105	53%	24,000,000	32,400,000	42,000,000	34,036,821
6 years or more	29	15%	25,200,000	36,000,000	49,000,000	37,744,411
Extreme Project Management						
None	110	56%	25,000,000	35,379,600	46,800,000	36,922,840
1 to 5 years	55	28%	22,012,582	32,400,000	42,000,000	33,932,652
6 years or more	30	15%	25,200,000	33,890,000	48,000,000	39,028,843
Process-Based Project Management						
None	40	20%	25,709,000	34,500,000	42,500,000	36,086,960
1 to 5 years	81	41%	24,000,000	33,861,152	46,680,000	36,271,105
6 years or more	77	39%	25,000,000	34,000,000	48,000,000	37,357,607
Event Chain Project Management						
None	95	49%	25,000,000	34,000,000	46,800,000	36,709,957
1 to 5 years	59	31%	24,000,000	33,600,000	45,000,000	34,808,301
6 years or more	38	20%	25,048,646	34,100,000	49,000,000	38,385,762
Project Portfolio Management						
None	67	34%	23,000,000	27,600,000	36,000,000	30,522,031
1 to 5 years	70	35%	25,000,000	36,000,000	49,000,000	38,159,377
6 years or more	62	31%	26,400,000	38,100,000	51,655,628	41,801,584
Program Management						
None	39	19%	22,800,000	30,000,000	38,102,784	32,258,421
1 to 5 years	85	42%	24,000,000	33,600,000	42,000,000	34,487,918
6 years or more	78	39%	26,500,000	36,000,000	52,000,000	41,020,797
Earned Value Management						
None	45	23%	22,800,000	32,322,636	39,200,000	33,968,683
1 to 5 years	91	46%	24,000,000	33,600,000	46,000,000	35,245,620
6 years or more	62	31%	26,400,000	40,000,000	50,000,000	40,834,377
Lean Project Management						
None	93	48%	25,000,000	34,000,000	45,163,884	36,843,456
1 to 5 years	68	35%	24,000,000	34,739,500	46,740,000	35,867,474
6 years or more	33	17%	24,000,000	27,600,000	40,557,000	34,255,876
Critical Chain Project Management						
None	75	38%	25,000,000	33,861,152	48,000,000	36,363,593
1 to 5 years	70	36%	23,000,000	31,624,664	45,000,000	35,189,445
6 years or more	50	26%	26,000,000	35,400,000	45,000,000	36,982,860
Waterfall Project Management						
None	62	31%	24,000,000	36,000,000	48,995,384	38,817,404
1 to 5 years	47	24%	21,600,000	32,322,636	40,500,000	31,760,499
6 years or more	88	45%	25,124,324	33,800,000	48,000,000	36,789,094
Risk Management						
None	22	11%	20,593,154	33,000,000	42,000,000	32,513,248
1 to 5 years	92	46%	24,000,000	32,161,318	42,500,000	34,750,950

6 years or more	85	43%	27,600,000	36,000,000	48,995,384	40,655,338
Change Management						
None	33	17%	24,000,000	35,759,204	48,000,000	37,221,564
1 to 5 years	82	41%	24,000,000	32,361,318	42,000,000	33,180,227
6 years or more	84	42%	26,200,000	36,000,000	50,000,000	39,009,434
Resource Management						
None	26	13%	24,000,000	32,961,318	40,800,000	35,249,323
1 to 5 years	76	39%	22,900,000	28,800,000	39,051,392	30,976,017
6 years or more	94	48%	27,600,000	39,615,948	50,400,000	41,070,360

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th ⁿ Percentile	Median	75th Percentile	Mean
Less than 3 years	7	3%	--	--	--	--
3 < 5 years	23	11%	20,000,000	24,000,000	34,000,000	28,933,989
5 < 10 years	85	41%	24,000,000	33,600,000	42,000,000	33,997,830
10 < 15 years	49	24%	26,500,000	36,000,000	50,000,000	40,212,817
15 < 20 years	30	14%	32,145,198	41,278,500	59,000,000	45,658,715
20 years or more	14	7%	32,500,000	46,997,692	53,000,000	45,049,670

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	6	3%	--	--	--	--
Some college or Associate's degree	6	3%	--	--	--	--
4-year college degree	73	35%	24,000,000	32,322,636	40,000,000	33,813,433
Master's degree	114	55%	25,000,000	35,500,000	48,000,000	38,795,066
Doctoral degree	9	4%	--	--	--	--

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	83	40%	24,000,000	33,600,000	44,400,000	35,188,646
No degree in PM	125	60%	25,000,000	34,800,000	48,995,384	37,858,920

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	148	71%	26,400,000	36,000,000	48,000,000	38,451,365
PMP for less than 1 year	1	1%	--	--	--	--
PMP for 1 < 5 years	94	64%	25,000,000	34,000,000	45,000,000	35,660,470
PMP for 5 < 10 years	44	30%	29,098,012	36,600,000	52,327,816	42,431,922
PMP for 10 < 20 years	9	6%	--	--	--	--
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP Certification	60	29%	20,055,378	25,124,324	39,100,000	32,703,675

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	92	45%	23,500,000	30,659,000	43,800,000	33,248,004
5 to 9 days	42	20%	34,000,000	39,600,000	48,995,384	41,693,446
10 days or more	72	35%	24,060,000	33,820,576	49,200,000	38,350,576

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	163	82%	25,000,000	34,851,108	48,000,000	38,019,767
Female	37	19%	21,240,000	26,400,000	36,000,000	29,605,834

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General						
Management	22	11%	24,000,000	27,009,000	42,000,000	33,542,591
Consulting	31	15%	25,200,000	36,000,000	51,655,628	40,394,670
Customer Service/Public						
Relations	3	1%	--	--	--	--
Engineering	21	10%	21,900,000	36,000,000	46,000,000	36,484,130
Finance	3	1%	--	--	--	--
Human Resources	--	*	--	--	--	--
Information Technology/						
Information Systems	48	23%	24,560,000	32,161,318	37,051,392	32,517,361
Operations/Manufacturing	7	3%	--	--	--	--
Project Management						
Department or PMO	59	28%	25,000,000	34,851,108	49,000,000	39,494,756
Quality Management	2	1%	--	--	--	--
Research and Development	4	2%	--	--	--	--
Sales/Marketing	4	2%	--	--	--	--
Supply Chain						
Management/Logistics	--	*	--	--	--	--
Training/Education	2	1%	--	--	--	--
Other	2	1%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	--	*	--	--	--	--
Business services	1	*	--	--	--	--
Construction	10	5%	15,600,000	42,488,112	75,000,000	47,293,185
Consulting	24	12%	24,000,000	30,159,000	46,500,000	35,002,417
Engineering	22	11%	22,000,000	34,079,600	48,000,000	36,657,246
Financial services	27	13%	24,000,000	32,400,000	36,000,000	31,579,860
Food and beverage	--	*	--	--	--	--
Government	6	3%	--	--	--	--
Healthcare	3	1%	--	--	--	--
Information technology	42	20%	25,000,000	34,339,500	42,000,000	35,654,388
Insurance	1	*	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	8	4%	--	--	--	--
Pharmaceuticals	1	*	--	--	--	--
Real Estate	1	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	12	6%	37,600,000	41,600,000	53,000,000	47,233,333
Telecommunications	26	13%	26,400,000	39,865,948	48,995,384	39,442,653
Training/Education	3	1%	--	--	--	--
Utility	4	2%	--	--	--	--
Other	17	8%	24,120,000	29,000,000	31,249,328	29,247,116

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	55	26%	27,600,000	40,000,000	48,000,000	38,680,705
Construction	36	17%	28,809,000	36,000,000	47,828,112	40,425,732
Engineering	56	27%	27,609,000	37,655,892	47,340,000	40,560,507
Information Technology	128	62%	24,560,000	33,820,576	44,000,000	34,894,973
Manufacturing	11	5%	26,418,000	35,759,204	42,000,000	42,250,679
Operations	35	17%	30,596,026	36,600,000	52,000,000	40,639,403
Quality Management	10	5%	27,600,000	37,425,552	45,000,000	38,465,111
Regulatory Compliance	12	6%	25,000,000	36,955,448	43,500,000	35,973,025
Research and Development	12	6%	33,200,000	35,219,104	41,000,000	36,447,428
Supply Chain						
Management/Logistics	13	6%	27,600,000	33,420,000	36,600,000	35,214,547
Other	15	7%	20,640,000	25,000,000	52,000,000	33,529,333

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	44	21%	22,900,000	26,409,000	36,904,500	30,163,484
100 to 299	27	13%	22,012,582	25,800,000	45,000,000	35,219,609
300 to 999	39	19%	25,000,000	33,600,000	50,000,000	35,970,407
1,000 to 2,499	14	7%	31,200,000	38,400,000	43,200,000	39,647,225
2,500 to 4,999	17	8%	26,500,000	46,000,000	49,000,000	43,841,831
5,000 to 9,999	11	5%	27,600,000	35,000,000	48,000,000	36,981,818
10,000 or more	55	27%	27,600,000	36,000,000	48,995,384	40,066,941

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	45	28%	22,000,000	28,800,000	39,000,000	31,939,163
5-9 people	53	33%	25,200,000	33,861,152	48,000,000	36,827,288
10-14 people	30	19%	34,000,000	42,000,000	53,000,000	45,290,654
15-19 people	13	8%	31,000,000	36,000,000	45,000,000	39,536,219
20 or more people	19	12%	35,000,000	45,000,000	60,000,000	47,347,815

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	40	20%	22,406,292	30,000,000	38,551,392	31,096,054
\$100,000 to \$499,999	47	24%	24,000,000	33,780,000	39,231,896	33,611,133
\$500,000 to \$999,999	34	17%	25,000,000	33,800,000	42,000,000	34,562,806
\$1 million to \$10 million	61	31%	31,000,000	42,000,000	50,000,000	42,106,245
More than \$10 million	16	8%	28,072,600	54,000,000	70,000,000	50,829,300

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	50	24%
Yes - Informal	56	27%
No	94	45%
Don't Know	7	3%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	35	33%
Yes - Informal	50	48%
No	17	16%
Don't Know	3	3%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	64	31%
Yes - Informal	59	29%
No	75	36%
Don't Know	8	4%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	13	6%	7	3%	187	90%
Director of Project Management Office (PMO)	1	5%	--	*	18	95%
Portfolio Manager	2	11%	1	5%	16	84%
Program Manager	4	10%	1	3%	35	88%
Project Manager III	3	8%	2	6%	31	86%
Project Manager II	1	2%	1	2%	43	96%
Project Manager I	1	5%	1	5%	20	91%
Project Management Specialist	1	11%	--	*	8	89%
Project Management Consultant	--	*	1	6%	16	94%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	17%	128	62%	105	50%
Director of Project Management Office (PMO)	1	5%	12	60%	5	25%
Portfolio Manager	6	32%	13	68%	9	47%
Program Manager	6	15%	28	70%	23	58%
Project Manager III	9	25%	23	64%	20	56%
Project Manager II	6	13%	28	62%	20	44%
Project Manager I	2	9%	14	64%	12	55%
Project Management Specialist	1	11%	2	22%	7	78%
Project Management Consultant	4	24%	8	47%	9	53%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	194	14.3	177	13.9
Director of Project Management Office (PMO)	20	11.6	17	12.2
Portfolio Manager	17	13.3	19	13.9
Program Manager	36	13.8	34	12.8
Project Manager III	35	15.3	29	15.6
Project Manager II	40	14.3	38	12.1
Project Manager I	21	18.6	17	17.4
Project Management Specialist	9	11.1	8	11.4
Project Management Consultant	16	14.4	15	17.3

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	54	26%	62	30%	22	11%
Director of Project Management Office (PMO)	3	16%	4	21%	2	11%
Portfolio Manager	6	32%	6	32%	--	*
Program Manager	10	26%	12	31%	4	10%
Project Manager III	10	28%	13	36%	3	8%
Project Manager II	8	18%	15	33%	8	18%
Project Manager I	5	23%	7	32%	1	5%
Project Management Specialist	6	67%	3	33%	1	11%
Project Management Consultant	6	35%	2	12%	3	18%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	204	43.2	204	46.8
Director of Project Management Office (PMO)	20	43.9	20	48.4
Portfolio Manager	19	43.8	19	49.3
Program Manager	37	42.7	36	46.4
Project Manager III	35	43.5	36	47.1
Project Manager II	45	43.8	45	46.7
Project Manager I	22	42.1	22	46.0
Project Management Specialist	9	42.4	9	44.1
Project Management Consultant	17	42.1	17	45.4

Annualized Salary by Position Description - Self-Employed Only

Position	n	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	4	15%	--	--	--	--
Portfolio Manager	2	7%	--	--	--	--
Program Manager	5	19%	--	--	--	--
Project Manager III	2	7%	--	--	--	--
Project Manager II	2	7%	--	--	--	--
Project Manager I	4	15%	--	--	--	--
Project Management Specialist	2	7%	--	--	--	--
Project Management Consultant	6	22%	--	--	--	--

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	16	9%	24,500,000	33,600,000	45,081,944	37,037,768
Portfolio Manager	17	9%	34,000,000	40,000,000	55,000,000	48,579,186
Program Manager	35	19%	26,400,000	42,000,000	56,065,920	42,814,566
Project Manager III	34	19%	25,000,000	34,600,000	46,000,000	36,338,661
Project Manager II	43	24%	22,800,000	31,249,328	42,000,000	33,516,476
Project Manager I	18	10%	20,400,000	30,000,000	38,102,784	30,216,821
Project Management Specialist	7	4%	--	--	--	-
Project Management Consultant	11	6%	25,000,000	34,000,000	44,400,000	34,170,544

China

Detailed Findings – All Respondents



Total Compensation (in Chinese Yuan)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	758	127,200	200,000	268,000	213,585
Total Compensation	758	170,000	240,000	340,000	268,329

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months			Next 12 Months		
	n=	Percent		n=	Percent
Decreased	31	4%	Decrease	6	1%
Remained the same	189	25%	Remain the same	55	7%
Increased less than 1%	21	3%	Increase less than 1%	12	2%
Increased 1% to 2.9%	49	6%	Increase 1% to 2.9%	23	3%
Increased 3% to 3.9%	64	8%	Increase 3% to 3.9%	39	5%
Increased 4% to 4.9%	55	7%	Increase 4% to 4.9%	28	4%
Increased 5% to 6.9%	120	16%	Increase 5% to 6.9%	102	13%
Increased 7% to 9.9%	86	11%	Increase 7% to 9.9%	91	12%
Increased 10% to 14.9%	78	10%	Increase 10% to 14.9%	220	29%
Increased 15% to 19.9%	19	3%	Increase 15% to 19.9%	58	8%
Increased 20% to 24.9%	20	3%	Increase 20% to 24.9%	47	6%
Increased 25% to 29.9%	6	1%	Increase 25% to 29.9%	13	2%
Increased 30% or greater	20	3%	Increase 30% or greater	64	8%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	60	8%	150,000	225,000	300,000	261,390
Portfolio Manager	34	4%	140,000	227,360	400,000	275,402
Program Manager	165	22%	150,000	210,000	300,000	233,168
Project Manager III	108	14%	150,000	207,000	300,000	243,612
Project Manager II	133	18%	150,000	200,000	250,000	196,700
Project Manager I	161	21%	120,000	162,000	220,000	182,058
Project Management Specialist	67	9%	96,000	120,000	200,000	153,782
Project Management Consultant	30	4%	127,000	200,000	240,000	209,721

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	6	1%	--	--	--	--
3 < 5 years	22	3%	90,000	121,000	150,000	133,661
5 < 10 years	198	26%	103,200	160,000	216,000	172,847
10 < 15 years	308	41%	150,000	200,000	272,500	217,841
15 < 20 years	128	17%	159,000	237,500	300,000	249,830
20 years or more	96	13%	150,000	240,000	340,148	259,950

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	222	35%	120,000	200,000	250,000	201,516
1 to 5 years	300	47%	130,000	200,000	300,000	222,191
6 years or more	119	19%	150,000	200,000	300,000	229,148
Extreme Project Management						
None	271	42%	120,000	195,000	250,000	207,255
1 to 5 years	241	38%	126,100	200,000	290,000	213,881
6 years or more	126	20%	150,000	220,000	300,000	238,878
Process-Based Project Management						
None	80	12%	147,600	200,000	274,000	226,799
1 to 5 years	330	50%	120,000	180,000	250,000	196,397
6 years or more	250	38%	150,000	210,000	300,000	238,116
Event Chain Project Management						
None	265	42%	140,000	200,000	260,000	215,663
1 to 5 years	243	38%	120,000	200,000	276,000	210,304
6 years or more	130	20%	150,000	200,000	288,000	229,377
Project Portfolio Management						
None	213	33%	120,000	180,000	240,000	197,740
1 to 5 years	286	44%	140,000	200,000	280,000	216,666
6 years or more	146	23%	150,000	237,500	300,000	236,873
Program Management						
None	125	19%	130,000	192,996	252,000	211,448
1 to 5 years	327	49%	120,000	200,000	260,000	209,316
6 years or more	212	32%	140,000	200,200	295,000	225,037
Earned Value Management						
None	223	35%	120,000	190,000	250,000	204,815
1 to 5 years	265	41%	127,200	200,000	286,000	211,968
6 years or more	153	24%	150,000	200,400	300,000	238,937
Lean Project Management						
None	221	34%	120,000	190,000	250,000	204,714
1 to 5 years	288	45%	126,650	199,868	300,000	211,662
6 years or more	136	21%	150,000	240,000	295,000	245,543
Critical Chain Project Management						
None	218	34%	120,000	199,868	250,000	207,510
1 to 5 years	254	39%	120,000	185,000	257,000	205,970
6 years or more	173	27%	150,000	240,000	300,000	243,935
Waterfall Project Management						
None	229	36%	116,000	180,000	240,000	193,175
1 to 5 years	239	37%	140,000	200,000	280,000	217,397
6 years or more	174	27%	156,000	240,000	300,000	245,669
Risk Management						
None	66	10%	113,200	180,000	244,000	207,985
1 to 5 years	334	50%	120,000	175,309	240,000	190,838

6 years or more	264	40%	169,000	240,000	300,000	249,445
Change Management						
None	77	12%	110,000	180,000	220,000	194,587
1 to 5 years	316	48%	120,000	180,000	260,716	202,378
6 years or more	264	40%	150,000	210,000	300,000	236,818
Resource Management						
None	114	17%	103,200	150,500	240,000	188,804
1 to 5 years	313	48%	120,000	199,736	260,000	205,837
6 years or more	225	35%	150,000	220,000	300,000	244,900

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	54	7%	100,000	162,500	200,625	178,483
3 < 5 years	138	18%	110,000	156,000	240,000	185,184
5 < 10 years	358	47%	130,000	200,000	262,080	206,804
10 < 15 years	149	20%	180,000	220,000	300,000	253,477
15 < 20 years	42	6%	150,000	240,000	340,296	259,189
20 years or more	17	2%	131,215	185,000	360,000	236,130

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	6	1%	--	--	--	--
Some college or Associate's degree	27	4%	120,000	174,000	204,000	185,022
4-year college degree	427	56%	120,000	180,000	250,000	198,155
Master's degree	289	38%	150,000	200,000	300,000	238,628
Doctoral degree	9	1%	--	--	--	--

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	228	30%	123,600	200,000	260,000	208,724
No degree in PM	523	70%	130,000	200,000	276,000	216,287

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	734	97%	127,000	200,000	262,080	212,214
PMP for less than 1 year	9	1%	--	--	--	--
PMP for 1 < 5 years	487	67%	120,000	180,000	250,000	202,544
PMP for 5 < 10 years	201	28%	150,000	200,000	290,000	232,937
PMP for 10 < 20 years	27	4%	200,000	250,000	320,000	275,712
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP Certification	24	3%	135,000	200,000	325,000	255,524

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	223	31%	127,000	200,000	276,000	218,235
5 to 9 days	187	26%	150,000	200,000	300,000	228,980
10 days or more	307	43%	120,000	200,000	252,000	204,634

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	571	77%	130,000	200,000	280,000	220,036
Female	170	23%	120,000	180,000	240,000	193,502

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	57	8%	120,000	182,400	204,720	187,568
Consulting	36	5%	120,000	205,000	300,000	243,519
Customer Service/Public Relations	11	1%	100,000	190,000	220,000	173,636
Engineering	115	15%	120,000	180,000	250,000	194,066
Finance	11	1%	150,000	200,000	240,000	183,909
Human Resources	1	*	--	--	--	--
Information Technology/Information Systems	157	21%	150,000	206,000	300,000	230,060
Operations/Manufacturing	23	3%	118,000	180,000	300,000	199,304
Project Management Department or PMO	226	30%	140,000	199,868	280,000	219,767
Quality Management	14	2%	120,000	175,000	230,000	193,714
Research and Development	51	7%	150,000	200,000	300,000	228,678
Sales/Marketing	27	4%	113,200	200,000	240,000	210,400
Supply Chain Management/Logistics	21	3%	104,400	153,000	250,000	192,171
Training/Education	2	*	--	--	--	--
Other	6	1%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	15	2%	120,000	200,000	250,000	188,149
Business services	14	2%	100,000	200,000	204,720	188,909
Construction	28	4%	100,000	140,000	217,000	181,316
Consulting	27	4%	180,000	240,000	360,000	282,073
Engineering	140	18%	120,000	190,000	264,716	213,788
Financial services	19	3%	150,000	192,000	240,000	196,053
Food and beverage	6	1%	--	--	--	--
Government	2	*	--	--	--	--
Healthcare	14	2%	200,000	250,000	350,000	267,971
Information technology	213	28%	127,000	200,000	264,000	213,972
Insurance	3	*	--	--	--	--
Legal	1	*	--	--	--	--
Manufacturing	129	17%	120,000	180,000	252,000	202,802
Pharmaceuticals	6	1%	--	--	--	--
Real Estate	3	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	29	4%	131,215	180,000	250,000	199,720
Telecommunications	81	11%	140,000	200,000	280,000	207,999
Training/Education	7	1%	--	--	--	--
Utility	5	1%	--	--	--	--
Other	16	2%	145,000	219,500	327,500	252,513

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	53	7%	140,000	200,000	300,000	231,471
Construction	84	11%	120,000	160,000	245,000	200,948
Engineering	244	33%	120,000	180,000	250,000	197,163
Information Technology	290	39%	122,000	200,000	280,000	220,795
Manufacturing	127	17%	120,000	160,000	235,000	197,944
Operations	82	11%	132,000	200,000	300,000	236,094
Quality Management	68	9%	120,000	180,000	250,000	203,120
Regulatory Compliance	11	1%	120,000	220,000	270,000	229,091
Research and Development	99	13%	150,000	200,599	300,000	225,069
Supply Chain						
Management/Logistics	47	6%	120,000	210,000	340,000	247,417
Other	18	2%	162,000	213,000	273,000	226,333

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	67	9%	118,000	200,000	250,000	193,094
100 to 299	39	5%	110,000	180,000	240,000	190,676
300 to 999	125	16%	120,000	180,000	240,000	198,133
1,000 to 2,499	61	8%	120,000	190,000	250,000	199,382
2,500 to 4,999	100	13%	135,000	187,500	250,000	201,421
5,000 to 9,999	109	14%	120,000	200,000	280,000	219,421
10,000 or more	257	34%	150,000	200,000	300,000	235,548

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	58	11%	140,000	196,498	250,000	202,628
5-9 people	179	33%	130,000	192,000	270,000	214,078
10-14 people	125	23%	140,000	200,000	270,000	215,938
15-19 people	42	8%	140,000	200,000	250,000	206,220
20 or more people	136	25%	150,000	207,000	300,000	242,274

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	132	21%	101,600	160,000	200,000	165,668
\$100,000 to \$499,999	181	28%	130,000	200,000	268,000	213,221
\$500,000 to \$999,999	102	16%	130,000	200,000	300,000	219,300
\$1 million to \$10 million	132	21%	160,000	240,000	300,000	250,287
More than \$10 million	92	14%	130,000	200,000	300,000	235,132

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	222	31%
Yes - Informal	306	42%
No	134	19%
Don't Know	61	8%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	199	38%
Yes - Informal	275	53%
No	22	4%
Don't Know	23	4%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	312	44%
Yes - Informal	250	35%
No	120	17%
Don't Know	32	4%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	56	8%	62	9%	613	85%
Director of Project Management Office (PMO)	4	7%	6	11%	46	84%
Portfolio Manager	6	18%	4	12%	25	76%
Program Manager	20	13%	18	11%	123	77%
Project Manager III	5	5%	11	10%	91	86%
Project Manager II	8	6%	8	6%	111	87%
Project Manager I	8	5%	11	7%	134	88%
Project Management Specialist	1	2%	1	2%	60	97%
Project Management Consultant	4	13%	3	10%	23	77%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	30%	411	56%	393	54%
Director of Project Management Office (PMO)	18	32%	29	52%	29	52%
Portfolio Manager	14	42%	21	64%	20	61%
Program Manager	53	34%	96	61%	74	47%
Project Manager III	30	28%	65	61%	65	61%
Project Manager II	37	29%	68	53%	62	48%
Project Manager I	43	28%	88	57%	83	54%
Project Management Specialist	15	24%	30	48%	43	69%
Project Management Consultant	9	30%	14	47%	17	57%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	649	9.5	634	15.1
Director of Project Management Office (PMO)	42	8.6	48	13.8
Portfolio Manager	28	7.1	30	15.6
Program Manager	136	10.0	139	14.8
Project Manager III	96	9.8	94	16.2
Project Manager II	114	9.7	111	15.9
Project Manager I	144	9.1	129	14.0
Project Management Specialist	61	10.1	54	15.7
Project Management Consultant	28	8.8	29	15.9

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	280	39%	141	20%	116	16%
Director of Project Management Office (PMO)	29	52%	11	20%	6	11%
Portfolio Manager	13	39%	6	18%	4	12%
Program Manager	55	37%	28	19%	28	19%
Project Manager III	37	35%	28	26%	13	12%
Project Manager II	46	38%	24	20%	15	12%
Project Manager I	59	39%	25	16%	34	22%
Project Management Specialist	27	44%	16	26%	10	16%
Project Management Consultant	14	47%	3	10%	6	20%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	720	39.6	708	45.3
Director of Project Management Office (PMO)	58	39.5	55	47.5
Portfolio Manager	34	40.0	31	47.4
Program Manager	150	39.8	149	45.4
Project Manager III	107	39.2	106	45.6
Project Manager II	127	39.9	126	46.2
Project Manager I	151	39.4	149	43.6
Project Management Specialist	64	39.6	63	43.8
Project Management Consultant	29	39.9	29	44.3

Annualized Salary by Position Description - Self-Employed Only

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	6	8%	--	--	--	--
Portfolio Manager	5	7%	--	--	--	--
Program Manager	19	26%	120,000	200,000	276,000	204,142
Project Manager III	12	16%	180,000	275,000	372,000	279,833
Project Manager II	6	8%	--	--	--	--
Project Manager I	16	22%	111,600	160,000	262,500	189,713
Project Management Specialist	5	7%	--	--	--	--
Project Management Consultant	5	7%	--	--	--	--

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	54	8%	150,000	202,000	300,000	259,137
Portfolio Manager	29	4%	140,000	250,000	400,000	276,301
Program Manager	146	21%	150,000	216,141	300,000	236,945
Project Manager III	96	14%	150,000	202,200	300,000	239,084
Project Manager II	127	19%	150,000	200,000	250,000	195,599
Project Manager I	145	21%	120,000	162,000	210,000	181,214
Project Management Specialist	62	9%	100,000	125,000	200,000	158,151
Project Management Consultant	25	4%	140,000	200,000	240,000	214,305

Columbia

Detailed Findings – All Respondents



Total Compensation (in Colombian Pesos)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	464	60,000,000	90,000,000	120,000,000	98,733,250
Total Compensation	464	66,000,000	96,000,000	131,942,440	106,439,134

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months			Next 12 Months		
	n=	Percent		n=	Percent
Decreased	19	4%	Decrease	5	1%
Remained the same	114	25%	Remain the same	66	14%
Increased less than 1%	9	2%	Increase less than 1%	3	1%
Increased 1% to 2.9%	26	6%	Increase 1% to 2.9%	17	4%
Increased 3% to 3.9%	34	7%	Increase 3% to 3.9%	35	8%
Increased 4% to 4.9%	42	9%	Increase 4% to 4.9%	45	10%
Increased 5% to 6.9%	117	25%	Increase 5% to 6.9%	101	22%
Increased 7% to 9.9%	43	9%	Increase 7% to 9.9%	69	15%
Increased 10% to 14.9%	21	5%	Increase 10% to 14.9%	50	11%
Increased 15% to 19.9%	9	2%	Increase 15% to 19.9%	21	5%
Increased 20% to 24.9%	7	2%	Increase 20% to 24.9%	22	5%
Increased 25% to 29.9%	5	1%	Increase 25% to 29.9%	2	*
Increased 30% or greater	18	4%	Increase 30% or greater	28	6%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	47	10%	84,000,000	114,750,000	132,000,000	120,705,924
Portfolio Manager	37	8%	100,000,000	126,000,000	162,000,000	135,778,162
Program Manager	66	14%	72,000,000	103,959,000	144,000,000	111,840,953
Project Manager III	97	21%	62,000,000	97,000,000	120,000,000	100,491,073
Project Manager II	67	14%	56,400,000	72,000,000	114,000,000	84,739,930
Project Manager I	67	14%	48,733,000	70,000,000	96,000,000	71,637,567
Project Management Specialist	53	11%	60,000,000	77,985,352	110,000,000	90,956,969
Project Management Consultant	30	6%	48,000,000	79,000,000	124,000,000	89,603,633

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	2	*	--	--	--	--
3 < 5 years	9	2%	--	--	--	--
5 < 10 years	76	16%	48,000,000	60,000,000	75,000,000	64,379,310
10 < 15 years	159	34%	59,400,000	78,000,000	115,000,000	88,664,796
15 < 20 years	97	21%	75,000,000	108,000,000	132,000,000	114,593,496
20 years or more	121	26%	88,200,000	120,000,000	156,000,000	125,301,065

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	179	40%	66,000,000	96,000,000	132,000,000	104,127,335
1 to 5 years	206	47%	55,000,000	82,650,000	118,000,000	91,617,709
6 years or more	58	13%	72,000,000	105,500,000	138,000,000	112,090,948
Extreme Project Management						
None	292	66%	63,700,000	94,250,000	126,600,000	100,624,691
1 to 5 years	102	23%	51,652,000	75,000,000	115,000,000	83,807,680
6 years or more	49	11%	78,000,000	115,000,000	144,000,000	119,362,347
Process-Based Project Management						
None	88	20%	70,000,000	100,000,000	128,000,000	104,007,504
1 to 5 years	185	41%	51,600,000	72,000,000	108,000,000	83,455,099
6 years or more	176	39%	74,550,000	108,167,360	138,500,000	112,310,366
Event Chain Project Management						
None	244	56%	66,000,000	97,466,000	130,000,000	103,423,375
1 to 5 years	131	30%	56,000,000	72,000,000	113,644,216	86,121,930
6 years or more	62	14%	69,600,000	107,500,000	133,535,000	109,691,403
Project Portfolio Management						
None	191	43%	55,000,000	77,000,000	115,000,000	86,475,046
1 to 5 years	178	40%	66,000,000	100,000,000	126,000,000	103,432,268
6 years or more	73	17%	80,000,000	108,334,720	157,904,992	122,844,803
Program Management						
None	143	32%	52,200,000	75,000,000	108,000,000	83,232,725
1 to 5 years	182	41%	60,000,000	93,150,000	120,000,000	99,325,957
6 years or more	119	27%	76,800,000	115,000,000	144,000,000	118,685,288
Earned Value Management						
None	95	21%	57,600,000	78,000,000	114,000,000	87,819,655
1 to 5 years	231	52%	56,700,000	78,000,000	118,000,000	91,958,400
6 years or more	121	27%	86,400,000	120,000,000	150,000,000	123,507,607
Lean Project Management						
None	205	47%	66,000,000	100,000,000	125,000,000	102,215,188
1 to 5 years	164	37%	56,700,000	78,000,000	120,000,000	90,085,248
6 years or more	71	16%	72,000,000	109,000,000	150,000,000	116,808,223
Critical Chain Project Management						
None	150	34%	59,770,000	93,000,000	125,000,000	98,047,455
1 to 5 years	190	43%	60,000,000	80,000,000	115,000,000	90,551,152
6 years or more	99	23%	72,000,000	120,000,000	144,000,000	116,615,717
Waterfall Project Management						
None	192	44%	61,696,000	89,982,000	125,500,000	97,960,232
1 to 5 years	118	27%	54,000,000	72,000,000	110,000,000	85,707,362
6 years or more	123	28%	72,000,000	115,000,000	139,000,000	112,937,894
Risk Management						
None	52	12%	53,000,000	71,000,000	97,400,000	77,352,250
1 to 5 years	255	56%	56,000,000	80,000,000	118,000,000	91,978,900

6 years or more	145	32%	80,000,000	120,000,000	144,000,000	119,971,081
Change Management						
None	65	15%	50,000,000	73,560,000	107,555,000	84,363,847
1 to 5 years	244	55%	58,950,000	80,800,000	118,160,000	92,300,694
6 years or more	137	31%	80,000,000	115,200,000	144,000,000	119,721,596
Resource Management						
None	65	15%	59,770,000	89,964,000	120,000,000	91,185,987
1 to 5 years	204	46%	56,200,000	75,000,000	108,923,856	87,280,157
6 years or more	179	40%	72,000,000	110,400,000	139,000,000	114,814,257

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	16	3%	40,000,000	48,000,000	63,000,000	56,512,500
3 < 5 years	47	10%	48,000,000	55,000,000	78,000,000	64,060,865
5 < 10 years	203	44%	57,600,000	72,000,000	108,000,000	86,442,825
10 < 15 years	126	27%	80,000,000	110,200,000	130,000,000	111,657,986
15 < 20 years	44	9%	89,100,000	122,000,000	180,496,496	136,714,471
20 years or more	28	6%	120,000,000	153,016,000	182,500,000	152,318,964

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	4	1%	--	--	--	--
Some college or Associate's degree	5	1%	--	--	--	--
4-year college degree	87	19%	50,000,000	72,000,000	108,000,000	82,095,416
Master's degree	332	72%	66,000,000	99,000,000	128,000,000	104,338,951
Doctoral degree	36	8%	50,200,000	76,492,672	105,400,000	84,658,204

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	252	54%	57,300,000	80,000,000	120,000,000	93,943,290
No degree in PM	211	46%	66,000,000	100,000,000	130,000,000	104,410,043

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	372	80%	67,600,000	97,966,000	127,750,000	103,204,416
PMP for less than 1 year	3	1%	--	--	--	--
PMP for 1 < 5 years	217	60%	60,000,000	78,000,000	108,000,000	88,380,573
PMP for 5 < 10 years	109	30%	94,500,000	115,200,000	132,000,000	117,334,565
PMP for 10 < 20 years	31	9%	124,000,000	160,000,000	198,000,000	161,941,903
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP Certification	92	20%	48,000,000	66,000,000	107,959,000	80,654,187

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	186	40%	60,000,000	83,500,000	120,000,000	94,150,498
5 to 9 days	93	20%	66,000,000	110,000,000	133,000,000	108,709,119
10 days or more	181	39%	60,000,000	90,000,000	126,000,000	98,839,157

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	341	76%	66,000,000	100,000,000	130,000,000	103,974,161
Female	110	24%	56,000,000	76,900,000	108,000,000	84,842,128

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	81	17%	70,000,000	105,000,000	125,000,000	108,759,518
Consulting	47	10%	60,000,000	86,400,000	120,000,000	95,923,660
Customer Service/Public Relations	--	*	--	--	--	--
Engineering	45	10%	50,000,000	78,000,000	108,009,000	86,910,778
Finance	5	1%	--	--	--	--
Human Resources	2	*	--	--	--	--
Information Technology/Information Systems	88	19%	58,000,000	86,000,000	120,000,000	95,514,025
Operations/Manufacturing	16	3%	66,995,272	110,500,000	123,600,000	104,195,659
Project Management Department or PMO	147	32%	60,000,000	90,000,000	129,600,000	98,285,222
Quality Management	5	1%	--	--	--	--
Research and Development	6	1%	--	--	--	--
Sales/Marketing	7	2%	--	--	--	--
Supply Chain Management/Logistics	5	1%	--	--	--	--
Training/Education	--	*	--	--	--	--
Other	10	2%	86,000,000	144,016,000	200,000,000	136,921,280

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	--	*	--	--	--	--
Business services	9	2%	--	--	--	--
Construction	39	8%	56,000,000	72,000,000	108,000,000	88,276,560
Consulting	50	11%	66,000,000	107,000,000	129,600,000	108,994,440
Engineering	36	8%	63,500,000	94,250,000	117,080,000	94,768,583
Financial services	26	6%	72,000,000	100,000,000	120,000,000	107,028,846
Food and beverage	6	1%	--	--	--	--
Government	22	5%	60,000,000	82,050,000	150,000,000	100,863,060
Healthcare	9	2%	--	--	--	--
Information technology	126	27%	52,200,000	78,000,000	115,200,000	87,711,751
Insurance	3	1%	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	16	3%	72,000,000	109,822,112	132,600,000	112,115,263
Pharmaceuticals	2	*	--	--	--	--
Real Estate	--	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	32	7%	98,000,000	131,700,000	177,000,000	132,464,494
Telecommunications	45	10%	60,000,000	96,000,000	132,000,000	102,434,178
Training/Education	6	1%	--	--	--	--
Utility	8	2%	--	--	--	--
Other	29	6%	63,990,540	83,000,000	138,000,000	103,639,501

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	88	19%	60,000,000	108,000,000	130,000,000	105,431,065
Construction	108	23%	70,000,000	100,000,000	138,000,000	109,547,890
Engineering	156	34%	60,000,000	87,000,000	120,000,000	98,927,049
Information Technology	273	59%	60,000,000	86,400,000	120,000,000	95,042,317
Manufacturing	24	5%	60,000,000	76,500,000	118,400,000	100,426,064
Operations	71	15%	71,400,000	100,000,000	132,000,000	102,126,652
Quality Management	27	6%	48,000,000	80,000,000	120,000,000	96,371,656
Regulatory Compliance	37	8%	61,392,000	85,000,000	120,000,000	104,334,640
Research and Development	33	7%	62,000,000	83,000,000	120,000,000	97,224,242
Supply Chain						
Management/Logistics	27	6%	63,990,540	86,000,000	132,000,000	102,814,464
Other	26	6%	48,000,000	91,649,400	180,000,000	110,715,341

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	84	18%	60,000,000	80,000,000	110,000,000	86,998,534
100 to 299	63	14%	53,800,000	80,000,000	111,952,800	90,232,743
300 to 999	78	17%	66,000,000	94,000,000	138,000,000	105,741,590
1,000 to 2,499	76	16%	53,326,000	80,800,000	120,000,000	92,510,152
2,500 to 4,999	47	10%	60,000,000	100,000,000	120,000,000	99,032,741
5,000 to 9,999	46	10%	70,000,000	108,000,000	130,000,000	108,054,263
10,000 or more	70	15%	75,000,000	100,657,512	139,000,000	113,086,257

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	51	14%	58,500,000	72,000,000	120,000,000	88,633,098
5-9 people	132	35%	56,550,000	88,200,000	125,750,000	98,530,688
10-14 people	79	21%	66,000,000	100,000,000	120,000,000	99,800,905
15-19 people	36	10%	72,000,000	101,057,512	120,000,000	99,144,750
20 or more people	76	20%	72,000,000	102,000,000	135,500,000	113,450,650

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	70	16%	48,000,000	67,800,000	94,000,000	76,222,539
\$100,000 to \$499,999	138	31%	56,400,000	78,000,000	120,000,000	88,340,463
\$500,000 to \$999,999	74	17%	66,000,000	93,430,000	120,000,000	98,799,821
\$1 million to \$10 million	112	25%	72,000,000	107,736,496	138,000,000	111,637,516
More than \$10 million	54	12%	96,000,000	128,700,000	185,000,000	136,089,371

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	92	20%
Yes - Informal	150	32%
No	193	42%
Don't Know	27	6%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	89	37%
Yes - Informal	112	46%
No	30	12%
Don't Know	11	5%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	146	32%
Yes - Informal	171	37%
No	130	28%
Don't Know	13	3%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	19	4%	14	3%	420	93%
Director of Project Management Office (PMO)	1	2%	3	7%	42	91%
Portfolio Manager	1	3%	--	*	36	97%
Program Manager	4	6%	1	2%	59	92%
Project Manager III	3	3%	1	1%	88	96%
Project Manager II	4	6%	4	6%	59	88%
Project Manager I	3	4%	1	1%	63	94%
Project Management Specialist	1	2%	2	4%	49	94%
Project Management Consultant	2	7%	2	7%	24	86%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	13%	218	47%	146	32%
Director of Project Management Office (PMO)	8	17%	25	53%	15	32%
Portfolio Manager	4	11%	21	57%	14	38%
Program Manager	9	14%	36	55%	28	43%
Project Manager III	16	16%	62	64%	28	29%
Project Manager II	8	12%	24	36%	23	34%
Project Manager I	8	12%	25	38%	15	23%
Project Management Specialist	6	12%	13	25%	15	29%
Project Management Consultant	2	7%	12	40%	8	27%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	447	16.1	345	18.9
Director of Project Management Office (PMO)	43	17.1	36	19.4
Portfolio Manager	36	17.2	33	23.3
Program Manager	63	15.0	51	16.8
Project Manager III	94	18.1	70	19.9
Project Manager II	64	15.1	52	14.7
Project Manager I	65	12.9	47	15.5
Project Management Specialist	53	15.1	37	20.9
Project Management Consultant	29	20.9	19	28.5

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	162	35%	185	40%	46	10%
Director of Project Management Office (PMO)	13	28%	16	35%	6	13%
Portfolio Manager	13	35%	12	32%	5	14%
Program Manager	29	44%	28	42%	4	6%
Project Manager III	32	33%	40	41%	8	8%
Project Manager II	34	52%	19	29%	7	11%
Project Manager I	21	32%	29	44%	5	8%
Project Management Specialist	14	26%	25	47%	7	13%
Project Management Consultant	6	20%	16	53%	4	13%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	460	43.7	452	47.7
Director of Project Management Office (PMO)	46	44.6	44	49.3
Portfolio Manager	37	42.9	37	47.9
Program Manager	66	44.2	65	49.4
Project Manager III	96	43.7	92	47.6
Project Manager II	67	42.0	67	45.1
Project Manager I	65	44.0	66	47.4
Project Management Specialist	53	44.9	52	49.3
Project Management Consultant	30	43.0	29	45.1

Annualized Salary by Position Description - Self-Employed Only

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	15	16%	120,000,000	130,000,000	200,000,000	148,373,333
Portfolio Manager	6	6%	--	--	--	--
Program Manager	14	15%	57,000,000	95,000,000	150,000,000	106,522,857
Project Manager III	16	17%	68,625,000	88,000,000	120,000,000	98,245,188
Project Manager II	10	11%	60,000,000	71,000,000	95,000,000	76,100,000
Project Manager I	16	17%	52,500,000	75,000,000	103,000,000	76,095,000
Project Management Specialist	4	4%	--	--	--	--
Project Management Consultant	12	13%	49,000,000	116,500,000	126,000,000	97,750,000

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	32	9%	77,400,000	101,777,488	120,000,000	107,736,826
Portfolio Manager	31	8%	100,000,000	120,000,000	160,000,000	128,186,839
Program Manager	52	14%	73,500,000	108,959,000	141,600,000	113,272,747
Project Manager III	81	22%	60,000,000	100,800,000	126,000,000	100,934,705
Project Manager II	57	15%	56,400,000	78,000,000	118,000,000	86,255,708
Project Manager I	51	14%	48,733,000	70,000,000	89,964,000	70,239,157
Project Management Specialist	49	13%	66,000,000	82,800,000	120,000,000	93,631,007
Project Management Consultant	18	5%	48,000,000	75,000,000	108,009,000	84,172,722

Costa Rica

Detailed Findings – All Respondents



Total Compensation (in Costa Rican Colones)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	191	16,200,000	22,080,000	26,400,000	22,856,440
Total Compensation	191	16,800,000	23,517,000	27,950,000	24,576,261

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months			Next 12 Months		
	n=	Percent		n=	Percent
Decreased	3	2%	Decrease	--	*
Remained the same	53	28%	Remain the same	40	21%
Increased less than 1%	21	11%	Increase less than 1%	17	9%
Increased 1% to 2.9%	37	19%	Increase 1% to 2.9%	36	19%
Increased 3% to 3.9%	18	9%	Increase 3% to 3.9%	28	15%
Increased 4% to 4.9%	15	8%	Increase 4% to 4.9%	17	9%
Increased 5% to 6.9%	13	7%	Increase 5% to 6.9%	20	10%
Increased 7% to 9.9%	10	5%	Increase 7% to 9.9%	10	5%
Increased 10% to 14.9%	7	4%	Increase 10% to 14.9%	10	5%
Increased 15% to 19.9%	2	1%	Increase 15% to 19.9%	4	2%
Increased 20% to 24.9%	2	1%	Increase 20% to 24.9%	3	2%
Increased 25% to 29.9%	2	1%	Increase 25% to 29.9%	2	1%
Increased 30% or greater	8	4%	Increase 30% or greater	4	2%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	15	8%	24,000,000	30,000,000	38,800,000	29,939,183
Portfolio Manager	9	5%	--	--	--	--
Program Manager	26	14%	23,640,000	27,775,000	32,000,000	27,913,539
Project Manager III	46	24%	18,000,000	22,547,144	24,822,858	23,137,841
Project Manager II	48	25%	16,220,000	20,485,714	23,300,000	21,105,551
Project Manager I	37	19%	12,000,000	18,000,000	22,820,000	18,798,550
Project Management Specialist	10	5%	12,300,000	17,166,250	20,571,428	17,020,393
Project Management Consultant	--	*	--	--	--	--

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	3	2%	--	--	--	--
3 < 5 years	4	2%	--	--	--	--
5 < 10 years	38	20%	12,600,000	17,175,000	23,253,292	18,650,730
10 < 15 years	55	29%	17,000,000	22,285,714	27,300,000	23,349,840
15 < 20 years	61	32%	19,000,000	23,040,000	30,450,000	25,105,866
20 years or more	30	16%	20,000,000	24,785,000	28,285,714	25,445,044

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	62	33%	14,400,000	20,485,714	26,000,000	21,944,457
1 to 5 years	107	57%	18,000,000	22,354,286	27,300,000	23,371,411
6 years or more	20	11%	17,285,714	23,428,572	29,502,856	22,930,280
Extreme Project Management						
None	130	70%	16,000,000	21,000,000	26,000,000	21,983,190
1 to 5 years	37	20%	17,625,528	22,857,142	29,900,000	24,263,298
6 years or more	20	11%	18,285,714	25,400,000	29,245,714	25,902,422
Process-Based Project Management						
None	34	18%	12,300,000	19,000,000	23,465,000	19,300,683
1 to 5 years	87	47%	15,600,000	20,571,428	24,571,428	20,962,962
6 years or more	63	34%	20,400,000	24,822,858	31,200,000	27,472,608
Event Chain Project Management						
None	103	56%	16,000,000	22,628,572	26,400,000	22,435,878
1 to 5 years	59	32%	16,094,000	21,000,000	26,000,000	23,102,756
6 years or more	23	12%	18,000,000	24,570,000	29,485,714	24,584,658
Project Portfolio Management						
None	82	44%	14,400,000	20,571,428	24,518,000	20,610,938
1 to 5 years	85	46%	16,250,000	23,465,000	29,900,000	24,398,206
6 years or more	18	10%	18,300,000	25,000,000	32,500,000	26,711,978
Program Management						
None	64	34%	13,830,000	19,350,000	24,071,428	20,279,441
1 to 5 years	91	49%	16,290,600	23,640,000	28,800,000	24,157,391
6 years or more	31	17%	19,974,286	22,354,286	29,005,714	24,745,958
Earned Value Management						
None	68	36%	15,200,000	21,300,000	24,592,856	21,953,467
1 to 5 years	90	48%	15,768,000	21,205,112	27,300,000	22,779,138
6 years or more	29	16%	19,200,000	25,714,286	29,005,714	25,615,542
Lean Project Management						
None	92	49%	15,884,000	21,932,250	26,000,000	23,163,573
1 to 5 years	75	40%	16,240,000	21,600,000	27,300,000	22,165,232
6 years or more	21	11%	18,571,428	22,857,142	27,360,000	24,394,369
Critical Chain Project Management						
None	77	41%	14,400,000	20,571,428	24,822,858	20,699,169
1 to 5 years	73	39%	17,625,528	21,664,500	26,000,000	23,432,118
6 years or more	39	21%	18,571,428	26,000,000	32,500,000	26,039,033
Waterfall Project Management						
None	59	32%	13,000,000	18,000,000	24,000,000	18,955,133
1 to 5 years	66	35%	16,290,600	20,785,714	24,500,000	21,351,437
6 years or more	62	33%	22,057,142	26,200,000	32,500,000	28,348,126
Risk Management						
None	24	13%	13,000,000	19,039,500	22,620,000	18,304,012
1 to 5 years	99	53%	16,094,000	20,000,000	26,000,000	21,916,886

6 years or more	65	35%	20,571,428	24,570,000	30,450,000	26,043,614
Change Management						
None	23	12%	12,000,000	20,571,428	24,685,714	20,292,359
1 to 5 years	90	48%	15,768,000	19,500,000	24,375,000	20,835,512
6 years or more	75	40%	19,974,286	24,570,000	29,900,000	26,061,101
Resource Management						
None	31	17%	12,000,000	19,000,000	23,200,000	18,339,198
1 to 5 years	87	47%	16,200,000	20,571,428	24,571,428	21,406,407
6 years or more	68	37%	19,737,144	25,900,000	31,028,572	26,996,069

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	18	9%	10,105,287	12,000,000	13,500,000	12,192,532
3 < 5 years	29	15%	16,200,000	19,511,468	23,465,000	19,843,236
5 < 10 years	97	51%	18,000,000	22,200,000	27,600,000	23,590,004
10 < 15 years	33	17%	20,745,844	24,685,714	30,000,000	26,507,236
15 < 20 years	8	4%	--	--	--	--
20 years or more	6	3%	--	--	--	--

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	4	2%	--	--	--	--
Some college or Associate's degree	10	5%	12,000,000	21,177,144	24,171,428	19,481,567
4-year college degree	60	31%	14,197,500	19,350,000	24,697,144	20,923,098
Master's degree	116	61%	18,000,000	23,146,646	27,450,000	24,092,586
Doctoral degree	1	1%	--	--	--	--

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	94	49%	16,000,000	21,290,000	26,000,000	21,787,617
No degree in PM	97	51%	17,000,000	22,800,000	27,428,572	23,892,207

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	123	64%	19,200,000	24,000,000	28,297,714	25,207,498
PMP for less than 1 year	3	2%	--	--	--	--
PMP for 1 < 5 years	81	67%	18,571,428	22,628,572	26,000,000	23,591,512
PMP for 5 < 10 years	27	22%	21,000,000	26,400,000	33,476,000	28,716,165
PMP for 10 < 20 years	9	7%	--	--	--	--
PMP for 20+ years	1	1%	--	--	--	--
Do not have a PMP Certification	68	36%	13,000,000	17,812,764	22,500,000	18,603,792

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	55	29%	17,625,528	21,600,000	26,000,000	22,671,972
5 to 9 days	45	24%	18,571,428	23,200,000	30,857,142	24,269,392
10 days or more	89	47%	15,600,000	21,000,000	26,400,000	22,321,818

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	133	72%	18,179,784	22,857,142	27,950,000	23,922,845
Female	52	28%	13,000,000	18,955,144	24,437,500	20,336,570

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	21	11%	14,400,000	22,820,000	28,800,000	23,267,600
Consulting	10	5%	17,972,048	27,250,000	41,600,000	29,893,312
Customer Service/Public Relations	1	1%	--	--	--	--
Engineering	9	5%	--	--	--	--
Finance	4	2%	--	--	--	--
Human Resources	1	1%	--	--	--	--
Information Technology/Information Systems	43	23%	17,000,000	21,664,500	26,000,000	22,802,649
Operations/Manufacturing	7	4%	--	--	--	--
Project Management Department or PMO	79	41%	15,600,000	21,580,000	26,400,000	21,855,390
Quality Management	2	1%	--	--	--	--
Research and Development	2	1%	--	--	--	--
Sales/Marketing	2	1%	--	--	--	--
Supply Chain Management/Logistics	5	3%	--	--	--	--
Training/Education	--	*	--	--	--	--
Other	5	3%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	--	*	--	--	--	--
Business services	5	3%	--	--	--	--
Construction	5	3%	--	--	--	--
Consulting	14	7%	20,400,000	26,200,000	30,550,000	26,318,347
Engineering	12	6%	13,050,000	17,125,000	27,000,000	19,450,202
Financial services	20	10%	15,900,000	20,572,922	30,752,856	24,503,103
Food and beverage	1	1%	--	--	--	--
Government	4	2%	--	--	--	--
Healthcare	3	2%	--	--	--	--
Information technology	99	52%	18,000,000	22,285,714	26,000,000	22,535,587
Insurance	--	*	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	9	5%	--	--	--	--
Pharmaceuticals	1	1%	--	--	--	--
Real Estate	--	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	--	*	--	--	--	--
Telecommunications	6	3%	--	--	--	--
Training/Education	1	1%	--	--	--	--
Utility	1	1%	--	--	--	--
Other	10	5%	15,600,000	18,640,000	25,000,000	20,247,500

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	77	40%	17,625,528	24,000,000	29,900,000	24,567,067
Construction	17	9%	17,625,528	25,000,000	30,857,142	25,353,369
Engineering	28	15%	16,245,000	23,142,500	26,000,000	22,822,206
Information Technology	137	72%	18,000,000	22,800,000	26,720,444	23,597,189
Manufacturing	15	8%	13,500,000	18,840,000	22,857,142	20,806,269
Operations	49	26%	18,000,000	22,800,000	29,900,000	24,010,397
Quality Management	18	9%	18,000,000	24,085,714	32,000,000	26,296,638
Regulatory Compliance	19	10%	18,300,000	23,200,000	30,000,000	24,658,674
Research and Development	12	6%	20,125,000	25,642,856	32,250,000	27,080,086
Supply Chain						
Management/Logistics	16	8%	16,932,764	21,733,684	24,732,500	20,826,521
Other	12	6%	18,685,144	19,885,714	24,472,500	21,475,203

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	15	8%	12,600,000	26,000,000	30,857,142	23,680,143
100 to 299	19	10%	13,000,000	20,571,428	30,450,000	21,778,872
300 to 999	21	11%	14,400,000	18,300,000	24,571,428	23,309,549
1,000 to 2,499	18	9%	14,400,000	17,986,024	23,400,000	19,345,987
2,500 to 4,999	28	15%	16,270,300	21,900,000	26,360,222	22,977,780
5,000 to 9,999	15	8%	15,600,000	21,410,226	26,400,000	24,403,555
10,000 or more	75	39%	18,000,000	22,857,142	27,002,016	23,325,599

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	20	13%	18,700,000	23,120,000	26,650,000	23,618,054
5-9 people	55	36%	14,400,000	19,200,000	24,500,000	21,176,422
10-14 people	36	24%	17,120,000	22,588,572	28,955,000	23,880,414
15-19 people	12	8%	23,142,856	25,485,714	30,428,572	26,567,180
20 or more people	28	19%	19,535,144	25,000,000	32,839,144	27,008,658

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	36	22%	13,230,000	18,750,000	23,010,000	19,271,419
\$100,000 to \$499,999	50	31%	18,000,000	22,810,000	26,720,444	23,467,777
\$500,000 to \$999,999	31	19%	18,000,000	22,354,286	26,000,000	22,903,477
\$1 million to \$10 million	33	20%	18,000,000	24,518,000	30,857,142	26,313,156
More than \$10 million	11	7%	24,000,000	26,000,000	33,600,000	28,429,055

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	77	40%
Yes - Informal	75	39%
No	34	18%
Don't Know	5	3%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	48	32%
Yes - Informal	72	48%
No	21	14%
Don't Know	10	7%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	88	47%
Yes - Informal	72	38%
No	25	13%
Don't Know	4	2%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	26	14%	15	8%	149	78%
Director of Project Management Office (PMO)	1	7%	1	7%	13	87%
Portfolio Manager	--	*	--	*	9	100%
Program Manager	4	15%	4	15%	18	69%
Project Manager III	6	13%	6	13%	34	74%
Project Manager II	7	15%	3	6%	37	79%
Project Manager I	8	22%	1	3%	28	76%
Project Management Specialist	--	*	--	*	10	100%
Project Management Consultant	--	*	--	*	--	*

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	12%	56	30%	111	59%
Director of Project Management Office (PMO)	3	20%	12	80%	11	73%
Portfolio Manager	--	*	4	44%	6	67%
Program Manager	2	8%	10	38%	22	85%
Project Manager III	6	13%	11	24%	25	54%
Project Manager II	5	11%	12	26%	23	49%
Project Manager I	5	14%	7	19%	20	56%
Project Management Specialist	1	10%	--	*	4	40%
Project Management Consultant	--	*	--	*	--	*

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	183	11.9	163	14.6
Director of Project Management Office (PMO)	15	13.3	12	13.8
Portfolio Manager	9	22.1	6	24.7
Program Manager	26	11.2	24	15.4
Project Manager III	43	10.8	42	13.4
Project Manager II	46	12.3	38	14.4
Project Manager I	36	9.9	32	15.4
Project Management Specialist	8	11.4	9	10.8
Project Management Consultant	--	--	--	--

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	65	34%	72	38%	36	19%
Director of Project Management Office (PMO)	7	47%	6	40%	2	13%
Portfolio Manager	4	44%	5	56%	1	11%
Program Manager	9	36%	10	40%	8	32%
Project Manager III	15	33%	16	35%	9	20%
Project Manager II	12	26%	16	34%	10	21%
Project Manager I	16	43%	14	38%	4	11%
Project Management Specialist	2	20%	5	50%	2	20%
Project Management Consultant	--	*	--	*	--	*

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	190	41.7	186	47.1
Director of Project Management Office (PMO)	15	44.0	14	49.7
Portfolio Manager	9	40.9	9	42.8
Program Manager	26	42.5	26	50.3
Project Manager III	46	41.2	46	47.1
Project Manager II	47	41.1	46	46.7
Project Manager I	37	42.0	36	46.6
Project Management Specialist	10	40.2	9	41.9
Project Management Consultant	--	--	--	--

Annualized Salary by Position Description - Self-Employed Only

Position	n	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	4	18%	--	--	--	--
Portfolio Manager	2	9%	--	--	--	--
Program Manager	3	14%	--	--	--	--
Project Manager III	4	18%	--	--	--	--
Project Manager II	4	18%	--	--	--	--
Project Manager I	3	14%	--	--	--	--
Project Management Specialist	2	9%	--	--	--	--
Project Management Consultant	--	*	--	--	--	--

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	11	7%	24,000,000	26,000,000	39,000,000	29,558,627
Portfolio Manager	7	4%	--	--	--	--
Program Manager	23	14%	23,640,000	27,950,000	32,000,000	27,545,740
Project Manager III	42	25%	18,000,000	22,205,714	24,822,858	22,565,057
Project Manager II	44	26%	16,220,000	20,700,000	23,300,000	20,595,666
Project Manager I	34	20%	12,000,000	18,285,714	24,000,000	19,187,497
Project Management Specialist	8	5%	--	--	--	--
Project Management Consultant	--	*	--	--	--	--

Ecuador

Detailed Findings – All Respondents



Total Compensation (in United States Dollars)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	186	24,000	35,000	48,000	38,287
Total Compensation	186	27,600	39,000	53,000	43,273

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months			Next 12 Months		
	n=	Percent		n=	Percent
Decreased	11	6%	Decrease	6	3%
Remained the same	102	55%	Remain the same	49	26%
Increased less than 1%	11	6%	Increase less than 1%	6	3%
Increased 1% to 2.9%	16	9%	Increase 1% to 2.9%	25	13%
Increased 3% to 3.9%	6	3%	Increase 3% to 3.9%	14	8%
Increased 4% to 4.9%	8	4%	Increase 4% to 4.9%	8	4%
Increased 5% to 6.9%	12	6%	Increase 5% to 6.9%	17	9%
Increased 7% to 9.9%	7	4%	Increase 7% to 9.9%	7	4%
Increased 10% to 14.9%	5	3%	Increase 10% to 14.9%	29	16%
Increased 15% to 19.9%	1	1%	Increase 15% to 19.9%	8	4%
Increased 20% to 24.9%	3	2%	Increase 20% to 24.9%	9	5%
Increased 25% to 29.9%	2	1%	Increase 25% to 29.9%	4	2%
Increased 30% or greater	2	1%	Increase 30% or greater	4	2%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	17	9%	31,200	42,000	48,000	53,094
Portfolio Manager	16	9%	33,500	45,000	60,000	48,584
Program Manager	26	14%	30,000	37,000	48,600	38,340
Project Manager III	26	14%	20,400	30,000	43,800	35,555
Project Manager II	37	20%	26,000	36,000	45,000	38,942
Project Manager I	25	13%	23,700	30,000	36,000	31,409
Project Management Specialist	23	12%	20,112	26,000	40,000	29,707
Project Management Consultant	16	9%	21,600	37,000	51,000	38,173

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	--	*	--	--	--	--
3 < 5 years	3	2%	--	--	--	--
5 < 10 years	45	24%	18,000	23,700	28,000	24,234
10 < 15 years	58	31%	27,360	36,000	43,200	36,559
15 < 20 years	34	18%	30,000	36,000	48,000	38,137
20 years or more	46	25%	40,000	49,000	70,000	55,371

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	72	41%	20,844	32,250	43,200	35,363
1 to 5 years	74	42%	26,000	34,480	47,710	37,980
6 years or more	29	17%	26,000	36,000	50,000	43,570
Extreme Project Management						
None	98	56%	23,700	31,194	43,800	35,351
1 to 5 years	55	32%	24,000	36,000	45,000	37,879
6 years or more	21	12%	30,000	48,000	60,000	53,463
Process-Based Project Management						
None	32	18%	18,480	27,900	39,500	30,653
1 to 5 years	87	48%	22,000	35,000	45,000	35,986
6 years or more	62	34%	30,000	41,000	54,000	45,912
Event Chain Project Management						
None	91	51%	21,600	30,000	43,200	34,879
1 to 5 years	53	30%	25,000	36,000	45,500	37,446
6 years or more	33	19%	30,000	43,180	48,000	44,745
Project Portfolio Management						
None	72	40%	21,360	29,400	41,400	32,098
1 to 5 years	72	40%	25,500	36,000	46,750	38,849
6 years or more	36	20%	30,000	45,290	60,000	49,083
Program Management						
None	46	26%	21,288	28,100	40,800	32,708
1 to 5 years	88	49%	22,000	31,200	44,100	35,028
6 years or more	45	25%	30,000	43,800	50,000	47,729
Earned Value Management						
None	37	20%	20,000	27,600	36,000	29,693
1 to 5 years	96	53%	22,000	33,050	45,250	36,771
6 years or more	48	27%	30,000	44,160	54,000	47,750
Lean Project Management						
None	80	45%	20,056	30,000	43,200	34,688
1 to 5 years	70	40%	30,000	36,000	48,000	38,618
6 years or more	26	15%	26,600	36,250	50,000	41,662
Critical Chain Project Management						
None	61	34%	24,000	32,000	45,000	36,022
1 to 5 years	79	44%	21,600	31,200	42,000	33,926
6 years or more	38	21%	31,200	45,300	60,000	50,518
Waterfall Project Management						
None	77	44%	21,000	31,200	43,200	36,517
1 to 5 years	52	29%	22,000	31,850	42,000	34,460
6 years or more	48	27%	30,000	43,250	51,838	44,374
Risk Management						
None	33	18%	18,600	26,000	40,000	30,230
1 to 5 years	97	53%	24,000	33,960	42,000	36,146

6 years or more	54	29%	30,000	43,560	54,000	46,925
Change Management						
None	35	20%	20,000	26,000	36,000	30,228
1 to 5 years	83	47%	21,600	32,500	42,000	34,966
6 years or more	60	34%	30,000	43,500	58,750	46,424
Resource Management						
None	19	10%	24,000	32,000	40,000	32,421
1 to 5 years	87	48%	20,400	30,000	38,000	30,670
6 years or more	75	41%	30,000	43,800	60,000	48,300

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	4	2%	--	--	--	--
3 < 5 years	28	15%	17,172	22,200	29,400	24,520
5 < 10 years	85	46%	23,700	31,200	42,000	33,868
10 < 15 years	42	23%	30,000	38,000	48,000	44,921
15 < 20 years	25	13%	43,200	56,000	72,000	58,811
20 years or more	2	1%	--	--	--	--

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	5	3%	--	--	--	--
Some college or Associate's degree	7	4%	--	--	--	--
4-year college degree	39	21%	24,000	30,000	40,800	32,154
Master's degree	133	72%	24,960	36,000	50,000	40,635
Doctoral degree	2	1%	--	--	--	--

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	77	42%	26,400	36,000	50,000	41,501
No degree in PM	106	58%	24,000	32,250	43,800	36,271

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	130	70%	28,200	39,800	50,000	41,787
PMP for less than 1 year	5	4%	--	--	--	--
PMP for 1 < 5 years	71	55%	25,000	35,000	45,000	36,719
PMP for 5 < 10 years	51	40%	35,000	45,600	56,000	48,873
PMP for 10 < 20 years	2	2%	--	--	--	--
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP Certification	56	30%	18,180	26,000	36,000	30,160

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	61	33%	21,288	30,000	43,800	34,905
5 to 9 days	41	22%	27,000	40,000	48,000	40,224
10 days or more	83	45%	24,000	32,500	48,600	39,915

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	139	76%	26,000	36,000	48,600	41,082
Female	43	24%	19,200	26,600	40,000	30,557

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	38	20%	27,600	35,500	48,000	40,954
Consulting	23	12%	21,288	30,000	43,200	34,169
Customer Service/Public Relations	--	*	--	--	--	--
Engineering	26	14%	19,800	28,800	40,000	32,760
Finance	2	1%	--	--	--	--
Human Resources	--	*	--	--	--	--
Information Technology/Information Systems	20	11%	26,800	33,600	49,000	37,000
Operations/Manufacturing	5	3%	--	--	--	--
Project Management Department or PMO	61	33%	26,000	35,000	47,710	39,778
Quality Management	1	1%	--	--	--	--
Research and Development	1	1%	--	--	--	--
Sales/Marketing	2	1%	--	--	--	--
Supply Chain Management/Logistics	1	1%	--	--	--	--
Training/Education	1	1%	--	--	--	--
Other	5	3%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	--	*	--	--	--	--
Business services	2	1%	--	--	--	--
Construction	27	15%	30,000	43,180	60,000	46,707
Consulting	15	8%	21,600	30,000	48,000	36,513
Engineering	11	6%	21,600	38,000	48,000	40,664
Financial services	9	5%	--	--	--	--
Food and beverage	4	2%	--	--	--	--
Government	16	9%	19,000	23,560	30,714	26,352
Healthcare	2	1%	--	--	--	--
Information technology	42	23%	24,000	34,300	43,320	34,788
Insurance	3	2%	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	5	3%	--	--	--	--
Pharmaceuticals	--	*	--	--	--	--
Real Estate	--	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	10	5%	42,000	56,784	77,000	62,657
Telecommunications	27	15%	24,000	32,500	48,600	35,335
Training/Education	3	2%	--	--	--	--
Utility	3	2%	--	--	--	--
Other	7	4%	--	--	--	--

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	46	25%	25,000	38,000	57,500	42,892
Construction	53	28%	27,360	42,000	50,000	43,591
Engineering	61	33%	24,000	38,000	48,600	40,000
Information Technology	92	49%	24,500	32,250	46,800	36,671
Manufacturing	11	6%	30,000	31,200	40,000	37,018
Operations	41	22%	28,800	38,000	50,000	39,568
Quality Management	19	10%	26,400	30,000	48,000	35,542
Regulatory Compliance	10	5%	15,300	37,200	48,600	35,710
Research and Development	11	6%	20,400	24,000	36,000	27,871
Supply Chain						
Management/Logistics	16	9%	26,500	30,600	45,000	36,669
Other	13	7%	18,000	26,000	47,710	33,542

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	52	28%	21,300	31,000	39,300	34,441
100 to 299	29	16%	26,000	33,960	45,500	38,863
300 to 999	29	16%	24,000	40,000	48,000	41,024
1,000 to 2,499	26	14%	18,000	31,200	50,000	39,152
2,500 to 4,999	14	8%	27,600	36,000	40,000	36,766
5,000 to 9,999	19	10%	26,000	36,000	53,675	41,219
10,000 or more	17	9%	30,000	47,400	48,000	41,049

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	30	19%	19,200	25,500	42,000	30,809
5-9 people	57	36%	28,800	35,000	42,000	37,763
10-14 people	28	18%	24,980	38,000	51,838	38,727
15-19 people	8	5%	--	--	--	--
20 or more people	37	23%	30,000	43,320	50,000	46,870

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	26	15%	18,600	24,850	31,200	27,203
\$100,000 to \$499,999	67	37%	22,000	32,500	40,000	33,690
\$500,000 to \$999,999	26	15%	26,000	38,000	56,000	41,654
\$1 million to \$10 million	40	22%	33,000	43,250	55,750	48,412
More than \$10 million	20	11%	27,480	46,355	55,000	45,901

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	31	17%
Yes - Informal	72	39%
No	71	38%
Don't Know	11	6%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	24	24%
Yes - Informal	61	60%
No	14	14%
Don't Know	3	3%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	44	24%
Yes - Informal	78	42%
No	56	30%
Don't Know	7	4%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	10	5%	11	6%	163	89%
Director of Project Management Office (PMO)	3	18%	--	*	14	82%
Portfolio Manager	--	*	2	13%	14	88%
Program Manager	--	*	--	*	26	100%
Project Manager III	--	*	4	15%	22	85%
Project Manager II	1	3%	--	*	36	97%
Project Manager I	2	8%	3	13%	19	79%
Project Management Specialist	4	18%	1	5%	18	82%
Project Management Consultant	--	*	1	7%	14	93%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	23%	105	56%	88	47%
Director of Project Management Office (PMO)	3	18%	9	53%	8	47%
Portfolio Manager	6	38%	9	56%	6	38%
Program Manager	4	15%	16	62%	11	42%
Project Manager III	6	23%	16	62%	14	54%
Project Manager II	11	30%	21	57%	23	62%
Project Manager I	5	20%	16	64%	8	32%
Project Management Specialist	3	13%	7	30%	9	39%
Project Management Consultant	4	25%	11	69%	9	56%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	176	16.9	144	21.4
Director of Project Management Office (PMO)	17	19.1	12	19.8
Portfolio Manager	15	19.6	11	23.2
Program Manager	24	13.9	22	17.3
Project Manager III	24	14.4	19	17.7
Project Manager II	35	18.0	31	26.1
Project Manager I	23	15.1	17	17.9
Project Management Specialist	22	19.5	18	25.8
Project Management Consultant	16	16.7	14	21.4

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n	Percent	n=	Percent
Total	54	29%	28	15%	21	11%
Director of Project Management Office (PMO)	3	18%	3	18%	3	18%
Portfolio Manager	6	38%	2	13%	2	13%
Program Manager	10	38%	4	15%	1	4%
Project Manager III	6	23%	3	12%	4	15%
Project Manager II	11	30%	6	16%	4	11%
Project Manager I	8	33%	4	17%	5	21%
Project Management Specialist	6	26%	3	13%	1	4%
Project Management Consultant	4	25%	3	19%	1	6%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	181	39.8	183	46.6
Director of Project Management Office (PMO)	16	39.0	17	47.1
Portfolio Manager	15	38.4	15	45.2
Program Manager	26	39.4	26	48.5
Project Manager III	26	40.0	25	47.0
Project Manager II	36	40.6	37	46.4
Project Manager I	24	40.0	25	46.5
Project Management Specialist	22	40.0	23	45.1
Project Management Consultant	16	40.0	15	46.9

Annualized Salary by Position Description - Self-Employed Only

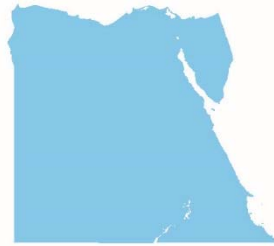
Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	7	16%	--	--	--	--
Portfolio Manager	6	13%	--	--	--	--
Program Manager	7	16%	--	--	--	--
Project Manager III	8	18%	--	--	--	--
Project Manager II	3	7%	--	--	--	--
Project Manager I	5	11%	--	--	--	--
Project Management Specialist	3	7%	--	--	--	--
Project Management Consultant	6	13%	--	--	--	--

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	10	7%	36,000	41,000	48,000	58,060
Portfolio Manager	10	7%	32,000	39,800	60,000	47,134
Program Manager	19	13%	27,600	36,000	48,600	37,070
Project Manager III	18	13%	19,800	27,600	47,710	36,215
Project Manager II	34	24%	24,000	36,000	45,000	37,490
Project Manager I	20	14%	17,800	28,100	36,000	29,182
Project Management Specialist	20	14%	20,616	26,200	44,000	30,863
Project Management Consultant	10	7%	21,600	33,600	40,000	31,956

Egypt

Detailed Findings – All Respondents



Total Compensation (in Egyptian Pounds)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	178	130,000	184,200	250,000	203,885
Total Compensation	178	150,000	222,000	305,000	248,488

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months	n=	Percent	Next 12 Months	n=	Percent
Decreased	9	5%	Decrease	3	2%
Remained the same	42	24%	Remain the same	26	15%
Increased less than 1%	5	3%	Increase less than 1%	3	2%
Increased 1% to 2.9%	6	3%	Increase 1% to 2.9%	7	4%
Increased 3% to 3.9%	2	1%	Increase 3% to 3.9%	7	4%
Increased 4% to 4.9%	4	2%	Increase 4% to 4.9%	8	4%
Increased 5% to 6.9%	11	6%	Increase 5% to 6.9%	15	8%
Increased 7% to 9.9%	21	12%	Increase 7% to 9.9%	25	14%
Increased 10% to 14.9%	28	16%	Increase 10% to 14.9%	41	23%
Increased 15% to 19.9%	17	10%	Increase 15% to 19.9%	16	9%
Increased 20% to 24.9%	8	4%	Increase 20% to 24.9%	12	7%
Increased 25% to 29.9%	11	6%	Increase 25% to 29.9%	6	3%
Increased 30% or greater	14	8%	Increase 30% or greater	9	5%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	16	9%	195,000	250,000	317,520	269,413
Portfolio Manager	9	5%	--	--	--	--
Program Manager	26	15%	192,000	240,000	300,000	265,786
Project Manager III	34	19%	144,000	188,000	246,000	206,366
Project Manager II	32	18%	124,900	177,500	240,000	185,996
Project Manager I	32	18%	120,000	131,600	197,500	165,069
Project Management Specialist	29	16%	108,000	144,000	182,400	149,533
Project Management Consultant	--	*	--	--	--	--

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	--	*	--	--	--	--
3 < 5 years	5	3%	--	--	--	--
5 < 10 years	38	21%	102,000	131,600	195,000	153,005
10 < 15 years	72	40%	132,000	179,000	236,525	188,288
15 < 20 years	35	20%	168,000	240,000	300,000	250,287
20 years or more	28	16%	205,000	245,000	338,000	264,369

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	73	48%	132,000	171,000	233,050	193,306
1 to 5 years	61	40%	138,000	200,000	282,000	223,014
6 years or more	19	12%	144,000	180,000	240,000	200,703
Extreme Project Management						
None	73	48%	125,000	175,000	240,000	190,417
1 to 5 years	47	31%	130,000	180,000	240,000	198,609
6 years or more	33	22%	150,000	237,000	311,040	245,635
Process-Based Project Management						
None	31	20%	120,000	162,000	240,000	178,261
1 to 5 years	76	48%	124,150	179,500	249,668	202,702
6 years or more	50	32%	168,000	227,220	270,000	235,020
Event Chain Project Management						
None	99	66%	130,000	180,000	242,000	198,560
1 to 5 years	38	25%	132,000	196,000	300,000	228,630
6 years or more	14	9%	144,000	169,883	216,000	182,955
Project Portfolio Management						
None	79	53%	120,000	168,000	240,000	186,643
1 to 5 years	45	30%	150,000	192,000	250,000	216,075
6 years or more	26	17%	200,000	243,000	351,000	262,485
Program Management						
None	53	35%	120,000	149,168	225,000	170,158
1 to 5 years	66	43%	150,000	197,500	270,000	223,770
6 years or more	34	22%	168,000	218,000	277,560	237,369
Earned Value Management						
None	47	31%	120,000	170,000	216,000	178,472
1 to 5 years	69	46%	140,000	186,000	252,000	209,330
6 years or more	35	23%	150,000	226,440	300,000	238,320
Lean Project Management						
None	84	55%	131,000	180,000	240,000	195,396
1 to 5 years	48	32%	131,000	191,000	300,000	219,950
6 years or more	20	13%	135,000	208,000	271,080	221,398
Critical Chain Project Management						
None	78	50%	120,000	187,200	250,000	203,197
1 to 5 years	46	30%	126,000	171,500	233,050	197,055
6 years or more	31	20%	149,168	200,000	277,560	225,060
Waterfall Project Management						
None	66	44%	126,000	181,200	250,000	203,981
1 to 5 years	43	28%	123,300	162,000	230,000	183,930
6 years or more	42	28%	170,000	231,720	270,000	232,638
Risk Management						
None	25	16%	112,200	144,000	210,000	175,936

1 to 5 years	88	56%	131,000	182,400	247,668	200,763
6 years or more	44	28%	168,000	218,000	305,520	243,408
Change Management						
None	29	18%	112,200	144,000	222,500	171,446
1 to 5 years	84	53%	135,000	192,000	250,000	202,370
6 years or more	45	28%	154,800	216,000	300,000	239,773
Resource Management						
None	10	6%	96,000	130,684	210,000	156,942
1 to 5 years	85	53%	123,300	168,000	240,000	189,120
6 years or more	64	40%	168,000	228,220	300,000	238,468

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	10	6%	110,243	200,000	270,172	188,404
3 < 5 years	28	16%	120,000	132,000	179,500	144,190
5 < 10 years	86	48%	130,000	186,200	249,336	198,552
10 < 15 years	39	22%	150,000	222,500	282,000	237,708
15 < 20 years	12	7%	233,500	257,300	355,500	279,513
20 years or more	3	2%	--	--	--	--

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	2	1%	--	--	--	--
Some college or Associate's degree	7	4%	--	--	--	--
4-year college degree	111	62%	120,000	168,000	237,000	187,385
Master's degree	51	29%	180,000	240,000	282,000	238,454
Doctoral degree	7	4%	--	--	--	--

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	55	31%	130,000	195,000	250,000	212,867
No degree in PM	123	69%	130,000	181,788	249,336	199,869

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	151	85%	140,000	195,000	250,000	210,240
PMP for less than 1 year	5	3%	--	--	--	--
PMP for 1 < 5 years	83	56%	120,000	168,000	240,000	183,552
PMP for 5 < 10 years	43	29%	170,000	237,000	311,040	245,759
PMP for 10 < 20 years	17	11%	180,000	245,605	360,000	273,153
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP Certification	27	15%	120,000	150,000	200,000	168,344

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	68	39%	138,600	197,500	250,000	207,659
5 to 9 days	41	24%	144,000	190,000	245,605	207,118
10 days or more	64	37%	123,000	180,000	250,000	201,593

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	140	81%	130,000	188,000	250,000	207,242
Female	32	19%	123,000	169,883	240,000	186,240

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	11	6%	150,000	300,000	311,040	260,131
Consulting	4	2%	--	--	--	--
Customer Service/Public Relations	2	1%	--	--	--	--
Engineering	24	13%	114,000	180,000	236,525	180,350
Finance	--	*	--	--	--	--
Human Resources	--	*	--	--	--	--
Information Technology/Information Systems	26	15%	130,000	181,200	240,000	197,533
Operations/Manufacturing	6	3%	--	--	--	--
Project Management Department or PMO	92	52%	142,000	189,000	247,668	202,618
Quality Management	1	1%	--	--	--	--
Research and Development	1	1%	--	--	--	--
Sales/Marketing	3	2%	--	--	--	--
Supply Chain Management/Logistics	1	1%	--	--	--	--
Training/Education	--	*	--	--	--	--
Other	7	4%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	--	*	--	--	--	--
Business services	1	1%	--	--	--	--
Construction	25	14%	120,000	162,000	230,000	200,247
Consulting	4	2%	--	--	--	--
Engineering	19	11%	124,800	180,000	250,000	200,571
Financial services	7	4%	--	--	--	--
Food and beverage	1	1%	--	--	--	--
Government	1	1%	--	--	--	--
Healthcare	4	2%	--	--	--	--
Information technology	49	28%	132,000	200,000	250,000	209,217
Insurance	--	*	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	8	4%	--	--	--	--
Pharmaceuticals	2	1%	--	--	--	--
Real Estate	5	3%	--	--	--	--
Resources (Agriculture, Mining, etc.)	3	2%	--	--	--	--
Telecommunications	34	19%	130,000	202,000	246,000	205,480
Training/Education	2	1%	--	--	--	--
Utility	2	1%	--	--	--	--
Other	11	6%	150,000	216,000	300,000	221,764

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	30	17%	150,000	222,803	330,000	248,990
Construction	54	30%	132,000	177,500	240,000	197,456
Engineering	58	33%	120,000	193,000	242,000	200,405
Information Technology	85	48%	133,200	200,000	250,000	212,534
Manufacturing	11	6%	145,785	200,000	300,000	225,799
Operations	30	17%	168,000	200,000	250,000	212,883
Quality Management	12	7%	165,000	222,000	305,520	247,937
Regulatory Compliance	3	2%	--	--	--	--
Research and Development	13	7%	120,000	200,000	265,000	202,926
Supply Chain						
Management/Logistics	9	5%	--	--	--	--
Other	14	8%	150,000	205,000	250,000	206,646

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	25	14%	130,000	168,000	250,000	188,871
100 to 299	14	8%	120,000	147,000	192,000	190,729
300 to 999	31	17%	144,000	210,000	249,336	217,351
1,000 to 2,499	23	13%	123,300	179,000	230,000	182,481
2,500 to 4,999	22	12%	140,000	195,000	250,000	204,700
5,000 to 9,999	17	10%	145,785	200,000	246,000	215,729
10,000 or more	46	26%	124,800	200,000	250,000	212,911

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	23	17%	138,000	150,000	207,180	170,500
5-9 people	34	24%	120,000	168,000	210,000	175,306
10-14 people	29	21%	180,000	240,000	250,000	232,033
15-19 people	10	7%	168,000	234,000	250,000	229,340
20 or more people	43	31%	123,300	200,000	290,000	217,515

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	31	19%	112,200	170,000	204,000	174,781
\$100,000 to \$499,999	34	20%	126,000	179,500	249,336	184,468
\$500,000 to \$999,999	17	10%	123,300	150,000	264,600	202,692
\$1 million to \$10 million	50	30%	144,000	216,000	250,000	218,467
More than \$10 million	34	20%	150,000	205,000	324,000	234,103

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	42	24%
Yes - Informal	89	50%
No	29	16%
Don't Know	17	10%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	31	24%
Yes - Informal	67	53%
No	22	17%
Don't Know	7	6%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	69	40%
Yes - Informal	60	35%
No	38	22%
Don't Know	5	3%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	10	6%	11	6%	154	88%
Director of Project Management Office (PMO)	--	*	1	6%	15	94%
Portfolio Manager	--	*	2	22%	7	78%
Program Manager	3	12%	2	8%	21	81%
Project Manager III	1	3%	4	12%	29	85%
Project Manager II	1	3%	1	3%	28	93%
Project Manager I	2	6%	--	*	29	94%
Project Management Specialist	3	10%	1	3%	25	86%
Project Management Consultant	--	*	--	*	--	*

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	48%	116	66%	65	37%
Director of Project Management Office (PMO)	5	31%	10	63%	4	25%
Portfolio Manager	8	89%	8	89%	2	22%
Program Manager	11	42%	19	73%	8	31%
Project Manager III	16	47%	27	79%	13	38%
Project Manager II	13	42%	24	77%	14	45%
Project Manager I	19	59%	16	50%	12	38%
Project Management Specialist	13	45%	12	41%	12	41%
Project Management Consultant	--	*	--	*	--	*

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	163	21.0	158	28.8
Director of Project Management Office (PMO)	15	21.5	14	29.7
Portfolio Manager	8	21.0	9	31.1
Program Manager	23	21.3	22	29.5
Project Manager III	31	20.0	31	28.5
Project Manager II	29	19.5	30	28.1
Project Manager I	31	22.7	30	29.5
Project Management Specialist	26	21.2	22	26.8
Project Management Consultant	--	--	--	--

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	57	34%	25	15%	17	10%
Director of Project Management Office (PMO)	4	25%	3	19%	--	*
Portfolio Manager	6	67%	--	*	--	*
Program Manager	7	30%	6	26%	2	9%
Project Manager III	9	29%	6	19%	3	10%
Project Manager II	6	21%	1	3%	4	14%
Project Manager I	13	43%	4	13%	6	20%
Project Management Specialist	12	43%	5	18%	2	7%
Project Management Consultant	--	*	--	*	--	*

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	176	41.1	174	47.7
Director of Project Management Office (PMO)	16	40.6	15	45.7
Portfolio Manager	9	40.9	9	55.8
Program Manager	25	40.4	25	46.6
Project Manager III	33	40.4	33	47.1
Project Manager II	32	41.3	32	48.3
Project Manager I	32	41.5	32	47.8
Project Management Specialist	29	41.9	28	46.9
Project Management Consultant	--	--	--	--

Annualized Salary by Position Description - Self-Employed Only

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	4	19%	--	--	--	--
Portfolio Manager	1	5%	--	--	--	--
Program Manager	3	14%	--	--	--	--
Project Manager III	4	19%	--	--	--	--
Project Manager II	2	10%	--	--	--	--
Project Manager I	4	19%	--	--	--	--
Project Management Specialist	3	14%	--	--	--	--
Project Management Consultant	--	*	--	--	--	--

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	12	8%	208,500	250,000	317,520	265,217
Portfolio Manager	8	5%	--	--	--	-
Program Manager	23	15%	192,000	240,000	300,000	264,193
Project Manager III	30	19%	144,000	195,000	249,336	213,082
Project Manager II	30	19%	125,000	186,000	240,000	189,996
Project Manager I	28	18%	120,000	131,600	197,500	163,935
Project Management Specialist	26	17%	108,000	147,000	200,000	153,171
Project Management Consultant	--	*	--	--	--	--

France

Detailed Findings – All Respondents



Total Compensation (in European Union Euros)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	721	48,800	58,000	70,000	60,669
Total Compensation	721	52,000	63,000	76,700	66,855

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months			Next 12 Months		
	n=	Percent		n=	Percent
Decreased	24	3%	Decrease	15	2%
Remained the same	204	28%	Remain the same	170	24%
Increased less than 1%	61	8%	Increase less than 1%	73	10%
Increased 1% to 2.9%	231	32%	Increase 1% to 2.9%	234	32%
Increased 3% to 3.9%	63	9%	Increase 3% to 3.9%	83	12%
Increased 4% to 4.9%	39	5%	Increase 4% to 4.9%	34	5%
Increased 5% to 6.9%	38	5%	Increase 5% to 6.9%	49	7%
Increased 7% to 9.9%	21	3%	Increase 7% to 9.9%	20	3%
Increased 10% to 14.9%	17	2%	Increase 10% to 14.9%	22	3%
Increased 15% to 19.9%	9	1%	Increase 15% to 19.9%	9	1%
Increased 20% to 24.9%	10	1%	Increase 20% to 24.9%	7	1%
Increased 25% to 29.9%	2	*	Increase 25% to 29.9%	1	*
Increased 30% or greater	2	*	Increase 30% or greater	4	1%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	44	6%	60,500	72,500	87,500	77,616
Portfolio Manager	35	5%	60,000	68,400	75,300	68,352
Program Manager	120	17%	57,000	66,000	79,500	70,009
Project Manager III	148	21%	51,750	60,000	70,082	62,132
Project Manager II	170	24%	46,934	53,250	62,900	55,749
Project Manager I	86	12%	45,000	52,305	60,000	54,226
Project Management Specialist	34	5%	42,000	55,000	60,000	54,107
Project Management Consultant	84	12%	39,000	47,000	60,000	51,883

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	12	2%	35,000	38,500	42,000	39,612
3 < 5 years	16	2%	36,800	40,000	47,500	41,750
5 < 10 years	92	13%	40,000	46,000	55,000	48,241
10 < 15 years	154	21%	45,000	52,725	62,000	55,092
15 < 20 years	182	25%	50,376	57,998	69,530	61,201
20 years or more	265	37%	59,000	66,000	80,000	69,957

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	234	35%	48,000	58,000	69,500	59,958
1 to 5 years	347	51%	47,000	57,000	69,000	59,624
6 years or more	95	14%	52,000	60,000	75,000	65,089
Extreme Project Management						
None	482	72%	48,000	57,000	70,000	59,987
1 to 5 years	121	18%	46,500	55,000	67,000	59,171
6 years or more	66	10%	53,000	60,000	72,000	66,122
Process-Based Project Management						
None	164	24%	48,000	57,000	70,000	59,954
1 to 5 years	243	36%	44,000	54,000	64,000	55,077
6 years or more	269	40%	52,000	63,000	75,000	65,993
Event Chain Project Management						
None	494	75%	48,000	57,059	70,000	59,989
1 to 5 years	119	18%	48,000	55,000	66,000	58,786
6 years or more	50	8%	54,600	65,000	80,000	68,362
Project Portfolio Management						
None	290	43%	45,580	53,856	62,900	55,434
1 to 5 years	252	37%	49,843	60,000	72,000	62,621
6 years or more	136	20%	54,800	64,500	75,000	67,948
Program Management						
None	218	32%	45,000	53,426	63,600	55,875
1 to 5 years	277	41%	47,000	56,000	68,400	58,532
6 years or more	188	28%	55,000	65,000	80,000	69,756
Earned Value Management						
None	234	35%	48,000	56,777	68,951	58,796
1 to 5 years	301	45%	46,000	55,000	67,567	58,472
6 years or more	138	21%	54,000	65,000	79,000	68,027
Lean Project Management						
None	381	56%	47,000	56,554	68,900	59,101
1 to 5 years	222	33%	50,000	57,894	70,000	60,536
6 years or more	76	11%	52,000	60,000	79,000	67,503
Critical Chain Project Management						
None	310	46%	48,000	57,998	70,000	60,020
1 to 5 years	222	33%	45,000	54,000	65,000	56,877
6 years or more	140	21%	53,500	64,800	75,000	66,928
Waterfall Project Management						
None	265	39%	46,367	56,000	69,124	58,611
1 to 5 years	162	24%	45,500	52,000	62,400	54,792
6 years or more	253	37%	52,400	64,800	78,000	66,246
Risk Management						
None	81	12%	44,000	54,000	65,000	55,894
1 to 5 years	315	46%	46,000	55,000	65,000	56,888

6 years or more	296	43%	52,000	62,450	75,000	66,065
Change Management						
None	102	15%	45,000	53,500	62,900	55,620
1 to 5 years	308	45%	45,250	54,550	65,000	56,165
6 years or more	281	41%	53,500	65,000	78,000	67,422
Resource Management						
None	74	11%	41,000	50,500	60,000	52,592
1 to 5 years	280	41%	45,000	54,000	63,850	55,882
6 years or more	332	48%	53,750	64,800	75,000	66,717

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	24	3%	36,500	41,000	47,500	42,431
3 < 5 years	60	8%	39,000	46,458	55,000	48,119
5 < 10 years	248	34%	45,000	52,000	60,480	54,854
10 < 15 years	189	26%	53,000	60,000	71,000	62,991
15 < 20 years	123	17%	55,839	64,170	75,000	66,865
20 years or more	77	11%	65,000	80,000	89,800	79,268

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	57	8%	51,000	58,000	70,000	59,747
Some college or Associate's degree	18	2%	51,846	61,000	80,000	65,622
4-year college degree	28	4%	51,200	65,000	78,500	64,341
Master's degree	548	76%	47,000	57,000	69,794	59,956
Doctoral degree	70	10%	51,330	61,000	72,000	64,266

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	198	28%	45,950	55,484	69,888	58,571
No degree in PM	517	72%	50,000	58,000	70,000	61,461

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	554	77%	50,000	60,000	70,000	62,120
PMP for less than 1 year	20	4%	44,000	50,500	60,400	54,137
PMP for 1 < 5 years	362	66%	49,000	56,000	69,000	59,510
PMP for 5 < 10 years	116	21%	53,400	63,000	75,000	66,116
PMP for 10 < 20 years	51	9%	62,400	70,000	85,000	74,805
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP Certification	167	23%	41,000	51,610	66,072	55,857

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	340	48%	50,000	59,000	70,000	61,292
5 to 9 days	249	35%	49,000	58,080	72,000	61,282
10 days or more	123	17%	46,000	54,000	65,000	58,307

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	528	74%	49,000	58,000	70,000	61,230
Female	183	26%	47,000	57,117	70,000	58,978

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	22	3%	55,000	62,500	85,000	66,636
Consulting	68	9%	43,582	56,420	72,000	59,586
Customer Service/Public Relations	7	1%	--	--	--	--
Engineering	61	8%	45,000	51,300	62,000	56,389
Finance	20	3%	52,500	60,000	70,350	62,670
Human Resources	5	1%	--	--	--	--
Information Technology/Information Systems	200	28%	49,000	58,000	70,000	60,263
Operations/Manufacturing	26	4%	50,000	53,000	64,000	56,117
Project Management Department or PMO	217	30%	48,000	58,000	70,000	61,414
Quality Management	8	1%	--	--	--	--
Research and Development	37	5%	52,000	60,000	70,500	61,763
Sales/Marketing	16	2%	56,000	65,976	70,000	69,810
Supply Chain Management/Logistics	13	2%	55,216	70,000	86,140	69,557
Training/Education	4	1%	--	--	--	--
Other	17	2%	52,000	60,960	67,000	61,180

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	56	8%	43,925	52,000	63,300	56,002
Business services	6	1%	--	--	--	--
Construction	14	2%	48,000	56,984	60,000	60,069
Consulting	77	11%	41,000	50,000	65,000	57,597
Engineering	73	10%	42,000	51,500	58,000	51,280
Financial services	52	7%	55,500	65,000	71,500	64,968
Food and beverage	8	1%	--	--	--	--
Government	14	2%	51,000	57,500	72,000	64,321
Healthcare	18	2%	50,000	60,597	74,000	59,416
Information technology	192	27%	48,900	60,000	70,350	61,590
Insurance	11	2%	46,000	59,000	70,000	59,364
Legal	1	*	--	--	--	--
Manufacturing	38	5%	51,846	63,063	70,000	63,825
Pharmaceuticals	22	3%	46,000	54,500	71,600	58,869
Real Estate	1	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	7	1%	--	--	--	--
Telecommunications	79	11%	50,000	60,000	70,000	63,094
Training/Education	--	*	--	--	--	--
Utility	3	*	--	--	--	--
Other	49	7%	53,000	60,000	70,164	64,437

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	175	24%	52,000	65,000	78,000	67,042
Construction	49	7%	43,314	58,000	70,000	63,061
Engineering	198	28%	46,916	54,800	64,000	58,079
Information Technology	392	54%	50,000	59,000	71,000	61,506
Manufacturing	57	8%	45,000	54,000	66,800	58,732
Operations	95	13%	51,000	60,000	70,000	63,763
Quality Management	44	6%	49,000	60,500	71,000	62,506
Regulatory Compliance	40	6%	50,188	59,500	73,020	63,379
Research and Development	106	15%	48,000	55,701	70,000	61,364
Supply Chain						
Management/Logistics	45	6%	50,000	66,000	72,882	64,648
Other	24	3%	54,500	64,500	79,931	66,026

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	58	8%	43,000	57,000	70,000	58,856
100 to 299	53	7%	45,500	55,000	70,000	57,970
300 to 999	41	6%	45,000	55,000	67,000	56,090
1,000 to 2,499	53	7%	45,000	52,000	60,000	56,751
2,500 to 4,999	67	9%	47,000	60,000	69,000	59,466
5,000 to 9,999	44	6%	48,500	55,500	76,650	62,646
10,000 or more	405	56%	50,000	60,000	70,000	62,243

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	68	13%	44,500	55,000	70,000	58,854
5-9 people	192	38%	49,000	58,279	72,441	61,466
10-14 people	127	25%	52,000	60,000	70,165	61,975
15-19 people	37	7%	49,000	57,000	65,000	60,371
20 or more people	80	16%	51,000	60,000	75,860	67,391

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	67	10%	42,000	53,500	63,125	54,674
\$100,000 to \$499,999	150	23%	46,000	55,000	67,000	57,494
\$500,000 to \$999,999	128	20%	50,200	58,000	70,000	60,854
\$1 million to \$10 million	236	36%	50,000	59,000	70,082	61,809
More than \$10 million	70	11%	52,000	64,000	80,000	68,975

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	191	27%
Yes - Informal	236	33%
No	238	33%
Don't Know	52	7%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	103	24%
Yes - Informal	182	43%
No	89	21%
Don't Know	49	12%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	319	45%
Yes - Informal	206	29%
No	139	20%
Don't Know	47	7%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	58	8%	73	10%	588	83%
Director of Project Management Office (PMO)	8	18%	6	14%	31	70%
Portfolio Manager	6	17%	4	11%	25	71%
Program Manager	18	15%	17	14%	88	75%
Project Manager III	7	5%	15	10%	124	85%
Project Manager II	9	5%	17	10%	142	86%
Project Manager I	6	7%	6	7%	73	86%
Project Management Specialist	1	3%	4	12%	28	85%
Project Management Consultant	3	4%	4	5%	77	92%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	27%	456	64%	191	27%
Director of Project Management Office (PMO)	12	27%	33	75%	11	25%
Portfolio Manager	14	42%	25	76%	11	33%
Program Manager	36	31%	92	78%	41	35%
Project Manager III	40	27%	106	72%	42	29%
Project Manager II	46	27%	99	58%	46	27%
Project Manager I	17	20%	48	56%	18	21%
Project Management Specialist	11	32%	12	35%	9	26%
Project Management Consultant	16	19%	41	49%	13	16%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	660	29.1	639	31.3
Director of Project Management Office (PMO)	41	30.3	43	32.8
Portfolio Manager	33	28.9	33	30.9
Program Manager	106	30.9	112	32.6
Project Manager III	139	29.2	134	31.0
Project Manager II	150	29.5	152	32.2
Project Manager I	79	30.5	74	33.7
Project Management Specialist	33	30.0	26	29.8
Project Management Consultant	79	23.5	65	25.2

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	265	38%	159	23%	79	11%
Director of Project Management Office (PMO)	16	36%	10	23%	--	*
Portfolio Manager	15	43%	12	34%	4	11%
Program Manager	43	36%	32	27%	20	17%
Project Manager III	64	44%	30	21%	17	12%
Project Manager II	58	35%	36	21%	19	11%
Project Manager I	35	43%	20	25%	8	10%
Project Management Specialist	9	26%	10	29%	6	18%
Project Management Consultant	25	31%	9	11%	5	6%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	699	37.7	707	44.3
Director of Project Management Office (PMO)	43	38.2	42	46.0
Portfolio Manager	34	37.8	35	46.3
Program Manager	115	37.4	119	46.9
Project Manager III	140	37.7	145	44.3
Project Manager II	169	37.8	169	43.4
Project Manager I	84	38.0	82	42.6
Project Management Specialist	32	37.6	33	43.7
Project Management Consultant	82	37.5	82	42.4

Annualized Salary by Position Description - Self-Employed Only

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	10	11%	54,600	67,000	75,000	66,560
Portfolio Manager	5	6%	--	--	--	-
Program Manager	17	19%	60,000	65,000	100,000	81,318
Project Manager III	13	15%	55,000	60,000	64,800	61,750
Project Manager II	13	15%	55,000	62,000	74,000	65,026
Project Manager I	10	11%	45,000	53,894	62,000	55,160
Project Management Specialist	6	7%	--	--	--	--
Project Management Consultant	14	16%	45,000	62,000	74,000	62,186

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	34	5%	65,000	75,000	92,000	80,868
Portfolio Manager	30	5%	65,000	69,200	75,300	69,956
Program Manager	103	16%	56,000	66,000	77,000	68,142
Project Manager III	135	21%	51,000	58,800	70,165	62,169
Project Manager II	157	25%	46,367	53,000	62,000	54,981
Project Manager I	76	12%	45,000	52,305	60,000	54,103
Project Management Specialist	28	4%	41,604	52,000	60,000	52,115
Project Management Consultant	70	11%	39,000	45,000	58,000	49,823

Germany

Detailed Findings – All Respondents



Total Compensation (in European Union Euros)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	992	69,250	82,000	97,100	84,306
Total Compensation	992	74,776	90,000	110,000	94,816

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months	n=	Percent	Next 12 Months	n=	Percent
Decreased	30	3%	Decrease	13	1%
Remained the same	205	21%	Remain the same	158	16%
Increased less than 1%	57	6%	Increase less than 1%	78	8%
Increased 1% to 2.9%	343	35%	Increase 1% to 2.9%	392	40%
Increased 3% to 3.9%	112	11%	Increase 3% to 3.9%	123	12%
Increased 4% to 4.9%	65	7%	Increase 4% to 4.9%	46	5%
Increased 5% to 6.9%	54	5%	Increase 5% to 6.9%	63	6%
Increased 7% to 9.9%	33	3%	Increase 7% to 9.9%	35	4%
Increased 10% to 14.9%	42	4%	Increase 10% to 14.9%	55	6%
Increased 15% to 19.9%	19	2%	Increase 15% to 19.9%	13	1%
Increased 20% to 24.9%	10	1%	Increase 20% to 24.9%	8	1%
Increased 25% to 29.9%	9	1%	Increase 25% to 29.9%	3	*
Increased 30% or greater	13	1%	Increase 30% or greater	5	1%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	46	5%	80,000	90,352	110,000	94,059
Portfolio Manager	46	5%	85,000	99,000	110,000	103,224
Program Manager	178	18%	75,000	91,727	102,000	92,494
Project Manager III	269	27%	70,000	82,000	97,000	85,321
Project Manager II	236	24%	66,200	80,000	90,000	80,089
Project Manager I	90	9%	60,000	73,000	84,000	71,735
Project Management Specialist	50	5%	60,000	73,750	86,000	73,610
Project Management Consultant	77	8%	60,000	70,000	96,000	79,263

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	7	1%	--	--	--	--
3 < 5 years	13	1%	50,000	61,000	65,000	56,771
5 < 10 years	150	15%	57,000	65,000	76,000	67,371
10 < 15 years	209	21%	65,000	80,000	90,000	77,668
15 < 20 years	195	20%	70,000	85,000	98,800	86,410
20 years or more	418	42%	80,000	91,000	102,000	94,198

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	293	31%	67,800	80,000	94,000	81,492
1 to 5 years	503	53%	69,527	80,000	97,600	83,829
6 years or more	154	16%	73,200	90,000	100,000	92,959
Extreme Project Management						
None	646	69%	70,000	80,000	95,790	83,598
1 to 5 years	191	20%	65,000	81,000	97,344	83,223
6 years or more	96	10%	77,000	92,800	106,500	94,521
Process-Based Project Management						
None	256	27%	68,600	80,000	95,000	82,081
1 to 5 years	332	35%	64,500	79,000	91,608	79,497
6 years or more	359	38%	75,000	88,000	100,000	90,795
Event Chain Project Management						
None	642	70%	69,527	81,000	96,000	83,281
1 to 5 years	182	20%	65,000	80,000	95,000	81,869
6 years or more	87	10%	82,000	98,000	111,250	101,481
Project Portfolio Management						
None	403	43%	65,050	80,000	92,000	79,872
1 to 5 years	345	37%	70,000	82,000	97,200	84,445
6 years or more	186	20%	77,500	90,000	105,000	95,639
Program Management						
None	306	32%	63,000	76,000	90,000	76,204
1 to 5 years	396	42%	70,000	81,000	97,172	83,774
6 years or more	246	26%	80,000	92,500	110,000	97,380
Earned Value Management						
None	313	33%	66,443	80,000	94,000	80,593
1 to 5 years	382	41%	65,000	80,000	95,000	81,904
6 years or more	248	26%	80,000	90,352	103,500	94,604
Lean Project Management						
None	457	49%	68,400	80,000	95,000	81,763
1 to 5 years	340	36%	68,327	82,000	97,800	84,012
6 years or more	135	14%	80,000	93,000	105,000	96,101
Critical Chain Project Management						
None	361	39%	69,527	80,000	95,000	83,083
1 to 5 years	337	36%	65,000	80,000	95,000	81,411
6 years or more	235	25%	77,400	90,000	101,460	93,213
Waterfall Project Management						
None	215	23%	65,000	80,000	96,000	81,286
1 to 5 years	243	26%	60,000	70,700	88,000	74,753
6 years or more	492	52%	75,000	88,000	100,000	90,866
Risk Management						
None	72	8%	55,000	66,222	80,000	69,486
1 to 5 years	366	38%	64,000	75,000	90,000	77,063

6 years or more	519	54%	75,000	90,000	100,000	92,028
Change Management						
None	109	11%	62,000	74,000	90,025	76,888
1 to 5 years	388	41%	64,000	76,000	90,000	77,920
6 years or more	454	48%	76,000	90,000	100,000	92,529
Resource Management						
None	92	10%	56,500	70,500	84,500	73,000
1 to 5 years	340	36%	62,000	75,000	90,000	76,137
6 years or more	519	55%	75,000	90,000	101,000	92,296

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	26	3%	46,000	54,000	69,638	57,367
3 < 5 years	79	8%	56,000	64,000	75,000	66,431
5 < 10 years	344	35%	65,000	76,250	89,033	77,999
10 < 15 years	255	26%	74,500	86,000	97,344	86,998
15 < 20 years	171	17%	79,000	95,000	110,000	96,047
20 years or more	117	12%	80,400	96,000	108,240	97,876

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	45	5%	70,700	84,000	96,000	84,011
Some college or Associate's degree	43	4%	66,000	80,000	98,000	83,182
4-year college degree	142	14%	65,000	80,000	92,000	80,488
Master's degree	658	66%	69,000	82,000	97,000	84,534
Doctoral degree	104	10%	73,256	89,000	100,000	88,668

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	120	12%	65,000	80,000	99,000	82,178
No degree in PM	867	88%	70,000	82,000	97,000	84,574

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	849	86%	70,000	84,000	98,000	85,369
PMP for less than 1 year	15	2%	53,000	75,000	87,200	71,019
PMP for 1 < 5 years	441	52%	65,000	80,000	93,000	80,252
PMP for 5 < 10 years	279	33%	75,000	87,000	100,000	88,609
PMP for 10 < 20 years	108	13%	80,000	91,792	113,500	98,963
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP Certification	143	14%	60,000	72,500	95,000	77,991

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	418	43%	69,000	81,100	98,000	85,215
5 to 9 days	354	36%	70,000	82,978	96,000	83,953
10 days or more	211	21%	67,500	80,000	98,000	83,288

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	805	83%	70,000	84,000	100,000	86,156
Female	169	17%	60,000	73,000	86,000	75,744

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	93	9%	65,000	80,000	98,000	83,351
Consulting	133	13%	68,000	81,381	100,000	85,553
Customer Service/Public Relations	11	1%	60,000	83,000	90,000	79,182
Engineering	72	7%	68,000	80,500	95,000	81,698
Finance	12	1%	54,850	74,000	90,000	73,142
Human Resources	4	*	--	--	--	--
Information Technology/Information Systems	196	20%	70,000	82,000	100,000	87,507
Operations/Manufacturing	21	2%	80,000	90,000	95,000	85,486
Project Management Department or PMO	285	29%	69,638	82,000	97,000	83,917
Quality Management	19	2%	70,000	74,500	80,000	74,673
Research and Development	63	6%	70,330	83,280	95,000	82,054
Sales/Marketing	35	4%	68,000	80,400	90,000	83,008
Supply Chain Management/Logistics	15	2%	70,000	78,000	100,000	83,468
Training/Education	4	*	--	--	--	--
Other	29	3%	66,960	85,000	100,000	86,067

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	79	8%	74,000	90,000	100,000	87,986
Business services	7	1%	--	--	--	--
Construction	15	2%	59,000	80,000	95,000	76,896
Consulting	120	12%	61,250	79,000	100,000	84,460
Engineering	126	13%	70,000	84,000	100,000	85,757
Financial services	43	4%	66,400	75,000	96,000	89,542
Food and beverage	11	1%	70,000	78,000	98,500	80,864
Government	5	1%	--	--	--	--
Healthcare	23	2%	75,000	85,000	97,600	85,673
Information technology	255	26%	66,000	80,000	95,000	83,479
Insurance	17	2%	65,000	83,700	95,000	82,688
Legal	1	*	--	--	--	--
Manufacturing	77	8%	73,000	85,000	99,000	84,462
Pharmaceuticals	28	3%	76,500	87,500	100,000	86,434
Real Estate	1	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	9	1%	--	--	--	--
Telecommunications	79	8%	70,000	80,000	93,000	82,759
Training/Education	2	*	--	--	--	--
Utility	9	1%	--	--	--	--
Other	85	9%	65,000	81,000	96,000	82,028

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	271	27%	70,000	84,000	100,000	87,463
Construction	70	7%	68,400	80,000	97,000	80,821
Engineering	272	27%	67,900	83,350	98,000	84,174
Information Technology	533	54%	70,000	81,000	96,000	84,767
Manufacturing	114	11%	72,000	87,500	100,000	86,927
Operations	164	17%	69,000	80,000	96,000	83,496
Quality Management	90	9%	64,000	76,000	90,153	79,509
Regulatory Compliance	53	5%	74,000	80,000	100,000	92,132
Research and Development	163	16%	71,280	84,000	100,000	85,784
Supply Chain						
Management/Logistics	88	9%	69,763	85,500	100,000	84,417
Other	53	5%	62,000	84,120	100,000	82,856

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	71	7%	60,000	75,000	100,000	84,456
100 to 299	64	6%	57,000	65,980	84,500	71,368
300 to 999	79	8%	60,000	75,000	95,000	77,180
1,000 to 2,499	66	7%	70,000	80,000	95,000	87,154
2,500 to 4,999	87	9%	66,000	80,000	95,000	82,669
5,000 to 9,999	60	6%	67,493	79,250	87,500	79,098
10,000 or more	564	57%	72,000	85,000	100,000	87,225

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	101	12%	60,000	75,000	90,000	76,937
5-9 people	271	32%	66,000	80,000	90,000	80,077
10-14 people	180	22%	70,000	82,000	96,000	84,052
15-19 people	83	10%	75,000	85,000	100,000	90,242
20 or more people	200	24%	80,000	95,000	105,000	94,944

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	70	8%	60,000	71,000	85,000	72,016
\$100,000 to \$499,999	218	24%	65,000	75,000	90,000	79,144
\$500,000 to \$999,999	164	18%	66,000	80,000	95,000	82,703
\$1 million to \$10 million	342	37%	75,000	87,900	100,000	90,028
More than \$10 million	125	14%	78,000	95,000	101,000	93,139

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	346	35%
Yes - Informal	331	33%
No	268	27%
Don't Know	45	5%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	180	27%
Yes - Informal	244	36%
No	189	28%
Don't Know	62	9%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	466	47%
Yes - Informal	270	27%
No	180	18%
Don't Know	68	7%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	71	7%	87	9%	834	85%
Director of Project Management Office (PMO)	6	13%	4	9%	36	80%
Portfolio Manager	4	9%	11	24%	32	70%
Program Manager	20	11%	23	13%	137	77%
Project Manager III	15	6%	21	8%	235	88%
Project Manager II	11	5%	14	6%	208	90%
Project Manager I	7	8%	7	8%	75	86%
Project Management Specialist	3	6%	1	2%	46	92%
Project Management Consultant	5	7%	6	8%	65	87%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	29%	638	65%	153	16%
Director of Project Management Office (PMO)	24	53%	35	78%	7	16%
Portfolio Manager	23	51%	34	76%	10	22%
Program Manager	68	39%	112	64%	35	20%
Project Manager III	64	24%	178	67%	42	16%
Project Manager II	57	25%	148	64%	28	12%
Project Manager I	19	22%	63	72%	14	16%
Project Management Specialist	10	20%	22	44%	9	18%
Project Management Consultant	23	30%	46	61%	8	11%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	949	27.9	936	28.6
Director of Project Management Office (PMO)	43	27.4	44	27.8
Portfolio Manager	44	27.4	45	27.4
Program Manager	168	28.1	170	29.1
Project Manager III	254	27.3	254	28.3
Project Manager II	231	28.5	228	29.2
Project Manager I	87	28.3	81	28.9
Project Management Specialist	49	27.1	44	27.6
Project Management Consultant	73	27.9	70	27.9

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	343	35%	296	30%	157	16%
Director of Project Management Office (PMO)	9	20%	19	42%	9	20%
Portfolio Manager	19	41%	15	33%	7	15%
Program Manager	74	42%	44	25%	34	19%
Project Manager III	96	36%	84	32%	47	18%
Project Manager II	79	34%	73	31%	33	14%
Project Manager I	31	34%	24	27%	11	12%
Project Management Specialist	18	36%	20	40%	5	10%
Project Management Consultant	17	22%	17	22%	11	14%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	985	39.5	980	45.5
Director of Project Management Office (PMO)	46	39.7	46	47.9
Portfolio Manager	46	39.6	45	47.2
Program Manager	177	39.7	177	46.6
Project Manager III	267	39.7	267	45.8
Project Manager II	235	39.5	233	44.8
Project Manager I	89	39.2	88	43.7
Project Management Specialist	50	38.9	49	43.5
Project Management Consultant	75	39.4	75	44.5

Annualized Salary by Position Description - Self-Employed Only

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	--	*	--	--	--	--
Portfolio Manager	4	6%	--	--	--	--
Program Manager	14	20%	93,000	109,000	130,000	115,926
Project Manager III	19	28%	80,000	100,000	120,000	119,562
Project Manager II	16	23%	65,000	75,000	97,500	82,479
Project Manager I	4	6%	--	--	--	--
Project Management Specialist	3	4%	--	--	--	--
Project Management Consultant	9	13%	--	--	--	--

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	46	5%	80,000	90,352	110,000	94,059
Portfolio Manager	42	5%	85,000	97,400	110,000	99,817
Program Manager	164	18%	75,000	90,000	100,240	90,494
Project Manager III	250	27%	70,000	80,250	95,790	82,719
Project Manager II	220	24%	66,422	80,000	90,000	79,915
Project Manager I	86	9%	60,000	72,500	82,000	71,386
Project Management Specialist	47	5%	57,500	70,000	86,000	72,756
Project Management Consultant	68	7%	59,250	68,500	86,500	74,768

Hong Kong

Detailed Findings – All Respondents



Total Compensation (in Hong Kong Dollars)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	231	450,000	576,000	720,000	616,790
Total Compensation	231	500,000	620,000	806,353	687,154

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months			Next 12 Months		
	n=	Percent		n=	Percent
Decreased	8	3%	Decrease	3	1%
Remained the same	49	21%	Remain the same	42	18%
Increased less than 1%	7	3%	Increase less than 1%	8	3%
Increased 1% to 2.9%	34	15%	Increase 1% to 2.9%	29	13%
Increased 3% to 3.9%	35	15%	Increase 3% to 3.9%	39	17%
Increased 4% to 4.9%	33	14%	Increase 4% to 4.9%	36	16%
Increased 5% to 6.9%	19	8%	Increase 5% to 6.9%	32	14%
Increased 7% to 9.9%	17	7%	Increase 7% to 9.9%	11	5%
Increased 10% to 14.9%	12	5%	Increase 10% to 14.9%	19	8%
Increased 15% to 19.9%	5	2%	Increase 15% to 19.9%	6	3%
Increased 20% to 24.9%	5	2%	Increase 20% to 24.9%	2	1%
Increased 25% to 29.9%	1	*	Increase 25% to 29.9%	2	1%
Increased 30% or greater	6	3%	Increase 30% or greater	2	1%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	--	*	--	--	--	--
Portfolio Manager	13	6%	667,800	840,000	1,071,845	960,973
Program Manager	38	16%	559,000	732,000	1,000,000	766,171
Project Manager III	47	20%	546,000	650,000	855,842	699,555
Project Manager II	46	20%	468,000	590,000	660,000	569,995
Project Manager I	50	22%	360,000	455,400	600,000	477,868
Project Management Specialist	27	12%	360,000	480,000	500,000	447,683
Project Management Consultant	10	4%	400,000	495,000	700,000	579,173

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	1	*	--	--	--	--
3 < 5 years	4	2%	--	--	--	--
5 < 10 years	40	17%	324,000	416,000	537,200	440,921
10 < 15 years	62	27%	432,000	500,000	630,000	574,350
15 < 20 years	65	28%	528,000	614,400	780,000	696,757
20 years or more	59	26%	518,400	680,000	872,400	711,438

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	73	34%	400,000	580,000	678,000	568,064
1 to 5 years	108	51%	450,000	540,000	688,000	598,728
6 years or more	31	15%	502,000	720,000	1,000,000	774,457
Extreme Project Management						
None	130	62%	450,000	550,000	680,000	577,784
1 to 5 years	61	29%	450,000	556,920	696,000	628,101
6 years or more	20	9%	550,000	720,000	965,000	784,667
Process-Based Project Management						
None	49	23%	400,000	550,000	640,000	570,027
1 to 5 years	86	40%	420,000	500,000	618,000	551,903
6 years or more	78	37%	500,000	667,620	872,400	706,211
Event Chain Project Management						
None	114	54%	454,800	580,000	720,000	602,412
1 to 5 years	66	31%	432,000	514,000	672,000	578,967
6 years or more	30	14%	468,000	667,620	930,000	739,421
Project Portfolio Management						
None	88	42%	404,000	500,000	619,200	538,752
1 to 5 years	80	38%	444,000	550,000	720,000	591,503
6 years or more	42	20%	574,400	735,000	1,000,000	812,930
Program Management						
None	66	31%	400,000	491,240	600,000	517,509
1 to 5 years	94	44%	408,000	568,800	680,628	581,218
6 years or more	53	25%	574,400	700,000	1,000,000	800,649
Earned Value Management						
None	82	40%	450,000	548,000	614,400	563,384
1 to 5 years	93	45%	438,000	559,000	720,000	592,145
6 years or more	32	15%	500,000	710,000	1,000,000	800,703
Lean Project Management						
None	111	54%	438,000	540,000	680,628	577,941
1 to 5 years	69	33%	405,000	576,000	720,000	613,026
6 years or more	27	13%	500,000	600,000	1,000,000	758,407
Critical Chain Project Management						
None	85	41%	450,000	550,000	680,000	582,793
1 to 5 years	79	38%	400,000	500,000	672,000	549,911
6 years or more	44	21%	509,200	667,620	965,000	766,344
Waterfall Project Management						
None	50	23%	364,000	480,000	600,000	528,138
1 to 5 years	70	33%	408,000	500,000	660,000	549,938
6 years or more	93	44%	500,000	624,000	863,334	709,257
Risk Management						
None	25	12%	324,000	480,000	600,000	496,314

1 to 5 years	107	50%	432,000	528,000	650,000	560,050
6 years or more	81	38%	500,000	667,440	900,000	722,547
Change Management						
None	11	5%	300,000	580,000	772,800	553,616
1 to 5 years	103	49%	400,000	484,614	630,000	540,369
6 years or more	98	46%	546,000	634,150	855,842	706,360
Resource Management						
None	16	8%	390,000	554,010	614,400	566,499
1 to 5 years	100	47%	400,000	480,000	600,000	513,444
6 years or more	96	45%	550,000	667,620	886,200	729,090

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	9	4%	--	--	--	--
3 < 5 years	25	11%	400,000	480,000	600,000	488,640
5 < 10 years	91	39%	400,000	500,000	650,000	556,612
10 < 15 years	73	32%	500,000	614,400	780,000	684,784
15 < 20 years	23	10%	588,000	720,000	1,000,000	760,170
20 years or more	10	4%	508,020	765,000	1,000,000	831,802

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	3	1%	--	--	--	--
Some college or Associate's degree	4	2%	--	--	--	--
4-year college degree	83	36%	432,000	574,400	720,000	612,419
Master's degree	135	58%	468,000	576,000	700,000	610,249
Doctoral degree	6	3%	--	--	--	--

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	22	10%	480,000	580,000	744,326	698,978
No degree in PM	209	90%	450,000	576,000	700,000	608,139

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	196	85%	462,000	584,000	720,000	623,094
PMP for less than 1 year	1	1%	--	--	--	--
PMP for 1 < 5 years	107	56%	400,000	500,000	664,800	562,706
PMP for 5 < 10 years	61	32%	508,020	612,000	700,000	654,416
PMP for 10 < 20 years	22	12%	600,000	821,667	1,000,000	830,252
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP Certification	35	15%	400,000	480,000	720,000	581,488

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	126	56%	454,800	543,000	700,000	611,504
5 to 9 days	65	29%	480,000	600,000	720,000	624,575
10 days or more	33	15%	420,000	600,000	780,000	634,688

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	175	78%	450,000	580,000	744,000	621,748
Female	49	22%	480,000	561,600	667,800	606,046

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	4	2%	--	--	--	--
Consulting	20	9%	495,000	600,000	685,000	639,886
Customer Service/Public Relations	2	1%	--	--	--	--
Engineering	17	7%	324,000	400,000	550,000	425,529
Finance	8	3%	--	--	--	--
Human Resources	3	1%	--	--	--	--
Information Technology/Information Systems	90	39%	455,000	600,000	716,925	608,721
Operations/Manufacturing	7	3%	--	--	--	--
Project Management Department or PMO	64	28%	456,000	566,700	776,400	652,811
Quality Management	--	*	--	--	--	--
Research and Development	4	2%	--	--	--	--
Sales/Marketing	5	2%	--	--	--	--
Supply Chain Management/Logistics	4	2%	--	--	--	--
Training/Education	1	*	--	--	--	--
Other	2	1%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	2	1%	--	--	--	--
Business services	6	3%	--	--	--	--
Construction	8	3%	--	--	--	--
Consulting	7	3%	--	--	--	--
Engineering	15	6%	324,000	384,000	500,000	407,198
Financial services	49	21%	500,000	667,800	912,000	747,528
Food and beverage	3	1%	--	--	--	--
Government	9	4%	--	--	--	--
Healthcare	6	3%	--	--	--	--
Information technology	50	22%	438,000	548,000	720,000	572,122
Insurance	11	5%	480,000	561,600	744,000	582,400
Legal	1	*	--	--	--	--
Manufacturing	13	6%	450,000	598,000	614,400	593,518
Pharmaceuticals	1	*	--	--	--	--
Real Estate	3	1%	--	--	--	--
Resources (Agriculture, Mining, etc.)	--	*	--	--	--	--
Telecommunications	15	6%	450,000	573,000	700,000	616,627
Training/Education	4	2%	--	--	--	--
Utility	4	2%	--	--	--	--
Other	24	10%	416,000	504,010	634,150	522,899

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	67	29%	480,000	576,000	780,000	660,949
Construction	20	9%	356,985	550,000	822,000	649,649
Engineering	24	10%	357,000	400,000	575,000	520,241
Information Technology	159	69%	468,000	576,000	720,000	607,123
Manufacturing	13	6%	400,000	550,000	900,000	693,936
Operations	49	21%	468,000	561,600	678,000	634,023
Quality Management	21	9%	484,614	561,600	744,326	669,815
Regulatory Compliance	22	10%	550,000	639,000	1,013,328	795,935
Research and Development	16	7%	400,000	517,307	630,000	608,189
Supply Chain						
Management/Logistics	14	6%	484,614	576,500	650,000	673,530
Other	10	4%	360,000	615,000	750,000	593,246

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	19	8%	348,000	480,000	640,000	594,144
100 to 299	22	10%	400,000	510,000	660,000	523,884
300 to 999	19	8%	470,000	550,000	612,000	557,459
1,000 to 2,499	33	14%	420,000	518,400	720,000	572,087
2,500 to 4,999	29	13%	408,000	550,000	650,000	588,147
5,000 to 9,999	13	6%	419,782	574,400	650,000	586,625
10,000 or more	96	42%	491,240	600,000	798,000	682,411

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	53	32%	405,000	518,400	630,000	557,205
5-9 people	53	32%	480,000	650,000	780,000	670,880
10-14 people	35	21%	480,000	624,000	855,842	710,539
15-19 people	7	4%	--	--	--	--
20 or more people	17	10%	576,000	720,000	900,000	799,144

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	33	16%	348,000	408,000	612,000	473,374
\$100,000 to \$499,999	62	31%	419,782	500,000	580,000	512,140
\$500,000 to \$999,999	39	19%	484,614	624,000	863,334	685,856
\$1 million to \$10 million	54	27%	500,000	609,000	900,000	718,584
More than \$10 million	15	7%	480,000	744,000	924,000	803,849

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	36	16%
Yes - Informal	99	44%
No	68	30%
Don't Know	24	11%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	28	21%
Yes - Informal	77	58%
No	16	12%
Don't Know	12	9%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	60	27%
Yes - Informal	81	36%
No	60	27%
Don't Know	23	10%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	9	4%	14	6%	207	91%
Director of Project Management Office (PMO)	--	*	--	*	--	*
Portfolio Manager	--	*	--	*	13	100%
Program Manager	3	8%	2	5%	34	92%
Project Manager III	--	*	4	9%	43	91%
Project Manager II	2	4%	5	11%	38	84%
Project Manager I	--	*	1	2%	47	98%
Project Management Specialist	3	11%	1	4%	24	89%
Project Management Consultant	1	10%	1	10%	8	80%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	11%	80	35%	70	31%
Director of Project Management Office (PMO)	--	*	--	*	--	*
Portfolio Manager	2	15%	8	62%	4	31%
Program Manager	7	19%	17	46%	12	32%
Project Manager III	3	6%	20	43%	17	36%
Project Manager II	7	16%	17	38%	16	36%
Project Manager I	3	6%	11	22%	17	35%
Project Management Specialist	1	4%	3	11%	3	11%
Project Management Consultant	1	10%	4	40%	1	10%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	221	15.4	204	18.8
Director of Project Management Office (PMO)	--	--	--	--
Portfolio Manager	13	19.5	11	21.7
Program Manager	35	16.7	33	20.4
Project Manager III	45	16.7	40	20.0
Project Manager II	44	14.6	41	18.3
Project Manager I	48	14.3	44	17.7
Project Management Specialist	26	13.6	25	16.5
Project Management Consultant	10	13.8	10	17.8

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	43	20%	130	59%	23	10%
Director of Project Management Office (PMO)	--	*	--	*	--	*
Portfolio Manager	1	8%	8	62%	1	8%
Program Manager	8	22%	26	72%	2	6%
Project Manager III	13	29%	30	67%	3	7%
Project Manager II	5	12%	25	58%	4	9%
Project Manager I	9	19%	26	55%	6	13%
Project Management Specialist	6	23%	11	42%	5	19%
Project Management Consultant	1	10%	4	40%	2	20%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	227	40.7	226	47.5
Director of Project Management Office (PMO)	--	--	--	--
Portfolio Manager	13	40.1	13	48.8
Program Manager	38	41.1	38	50.6
Project Manager III	45	40.8	45	46.0
Project Manager II	44	39.9	44	47.7
Project Manager I	50	40.6	49	46.1
Project Management Specialist	27	41.6	27	45.7
Project Management Consultant	10	41.8	10	52.4

Annualized Salary by Position Description - Self-Employed Only

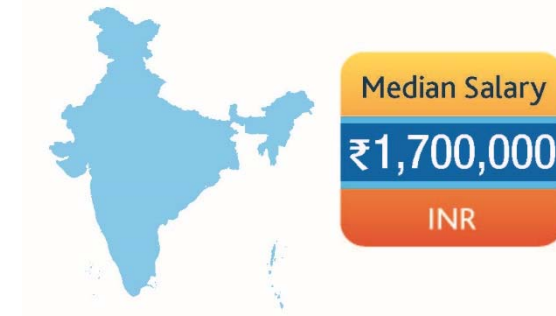
Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	--	*	--	--	--	--
Portfolio Manager	--	*	--	--	--	--
Program Manager	4	40%	--	--	--	--
Project Manager III	1	10%	--	--	--	--
Project Manager II	3	30%	--	--	--	--
Project Manager I	1	10%	--	--	--	--
Project Management Specialist	1	10%	--	--	--	--
Project Management Consultant	--	*	--	--	--	--

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	--	*	--	--	--	-
Portfolio Manager	13	6%	667,800	840,000	1,071,845	960,973
Program Manager	34	15%	561,600	732,000	1,000,000	770,308
Project Manager III	46	21%	550,000	650,000	855,842	708,481
Project Manager II	43	19%	468,000	600,000	678,951	569,762
Project Manager I	49	22%	364,000	456,000	600,000	482,233
Project Management Specialist	26	12%	360,000	465,000	500,000	445,671
Project Management Consultant	10	5%	400,000	495,000	700,000	579,173

India

Detailed Findings – All Respondents



Total Compensation (in Indian Rupees)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	1,480	1,300,000	1,700,000	2,216,650	1,845,929
Total Compensation	1,480	1,400,000	1,900,000	2,500,000	2,057,152

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months			Next 12 Months		
	n=	Percent		n=	Percent
Decreased	16	1%	Decrease	3	*
Remained the same	249	17%	Remain the same	109	7%
Increased less than 1%	23	2%	Increase less than 1%	19	1%
Increased 1% to 2.9%	97	7%	Increase 1% to 2.9%	87	6%
Increased 3% to 3.9%	89	6%	Increase 3% to 3.9%	86	6%
Increased 4% to 4.9%	105	7%	Increase 4% to 4.9%	97	7%
Increased 5% to 6.9%	186	13%	Increase 5% to 6.9%	190	13%
Increased 7% to 9.9%	292	20%	Increase 7% to 9.9%	265	18%
Increased 10% to 14.9%	257	17%	Increase 10% to 14.9%	326	22%
Increased 15% to 19.9%	57	4%	Increase 15% to 19.9%	131	9%
Increased 20% to 24.9%	40	3%	Increase 20% to 24.9%	57	4%
Increased 25% to 29.9%	26	2%	Increase 25% to 29.9%	27	2%
Increased 30% or greater	43	3%	Increase 30% or greater	83	6%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	48	3%	1,925,000	2,425,000	3,500,000	2,710,845
Portfolio Manager	96	6%	2,000,000	2,475,000	3,350,000	2,685,584
Program Manager	340	23%	1,700,000	2,100,000	2,700,000	2,251,126
Project Manager III	287	19%	1,400,000	1,800,000	2,100,000	1,829,189
Project Manager II	301	20%	1,250,000	1,539,000	2,000,000	1,638,469
Project Manager I	264	18%	1,009,000	1,300,000	1,621,500	1,370,726
Project Management Specialist	82	6%	900,000	1,256,250	1,700,000	1,358,851
Project Management Consultant	62	4%	800,000	1,400,000	1,900,000	1,406,482

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	3	*	--	--	--	--
3 < 5 years	19	1%	560,000	720,000	1,200,000	842,474
5 < 10 years	157	11%	800,000	1,000,000	1,280,000	1,075,812
10 < 15 years	626	42%	1,227,000	1,545,000	1,920,000	1,641,624
15 < 20 years	431	29%	1,600,000	2,000,000	2,500,000	2,107,172
20 years or more	244	16%	1,835,887	2,300,000	3,000,000	2,488,598

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	314	24%	1,100,000	1,542,500	2,100,000	1,681,244
1 to 5 years	771	58%	1,300,000	1,700,000	2,200,000	1,835,058
6 years or more	242	18%	1,568,000	2,000,000	2,550,000	2,170,467
Extreme Project Management						
None	623	49%	1,200,000	1,696,000	2,250,000	1,823,848
1 to 5 years	417	33%	1,235,000	1,650,000	2,100,000	1,779,368
6 years or more	231	18%	1,500,000	2,000,000	2,580,000	2,139,038
Process-Based Project Management						
None	173	13%	1,247,000	1,650,000	2,100,000	1,779,764
1 to 5 years	628	47%	1,200,000	1,500,000	2,000,000	1,612,261
6 years or more	540	40%	1,550,000	2,000,000	2,500,000	2,153,696
Event Chain Project Management						
None	743	60%	1,250,000	1,700,000	2,200,000	1,821,141
1 to 5 years	356	29%	1,228,750	1,700,000	2,120,666	1,777,500
6 years or more	146	12%	1,583,000	2,019,500	2,800,000	2,250,055
Project Portfolio Management						
None	480	37%	1,200,000	1,520,000	2,000,000	1,637,734
1 to 5 years	556	43%	1,343,148	1,764,087	2,368,500	1,899,249
6 years or more	251	20%	1,691,244	2,122,000	2,800,000	2,269,038
Program Management						
None	319	24%	1,080,000	1,430,000	1,800,000	1,470,256
1 to 5 years	648	49%	1,300,000	1,750,000	2,200,000	1,831,645
6 years or more	362	27%	1,691,244	2,150,000	2,852,725	2,299,251
Earned Value Management						
None	370	28%	1,200,000	1,600,000	2,100,000	1,732,626
1 to 5 years	634	48%	1,200,000	1,642,500	2,100,000	1,748,780
6 years or more	306	23%	1,600,000	2,100,000	2,700,000	2,237,519
Lean Project Management						
None	512	40%	1,200,000	1,600,000	2,200,000	1,758,135
1 to 5 years	573	45%	1,300,000	1,700,000	2,200,000	1,843,102
6 years or more	201	16%	1,578,000	2,000,000	2,500,000	2,159,066
Critical Chain Project Management						
None	483	38%	1,200,000	1,650,000	2,200,000	1,787,665
1 to 5 years	529	42%	1,265,000	1,650,000	2,180,000	1,784,325
6 years or more	259	20%	1,500,000	2,000,000	2,500,000	2,134,499
Waterfall Project Management						
None	237	18%	1,000,000	1,560,000	2,100,000	1,645,999
1 to 5 years	527	39%	1,200,000	1,500,000	2,000,000	1,636,495
6 years or more	581	43%	1,568,000	2,000,000	2,500,000	2,152,854
Risk Management						
None	103	8%	1,000,000	1,436,000	1,900,000	1,538,329
1 to 5 years	658	49%	1,200,000	1,500,000	2,000,000	1,617,463

6 years or more	592	44%	1,600,000	2,039,592	2,546,500	2,192,984
Change Management						
None	95	7%	1,020,000	1,500,000	2,000,000	1,611,769
1 to 5 years	633	47%	1,200,000	1,500,000	2,000,000	1,637,738
6 years or more	620	46%	1,508,000	2,000,000	2,500,000	2,127,454
Resource Management						
None	65	5%	921,536	1,400,000	1,750,000	1,430,118
1 to 5 years	584	43%	1,150,000	1,500,000	1,958,500	1,589,246
6 years or more	706	52%	1,500,000	2,000,000	2,500,000	2,114,749

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	49	3%	800,000	1,120,000	1,500,000	1,247,054
3 < 5 years	183	12%	1,100,000	1,400,000	1,800,000	1,409,058
5 < 10 years	790	53%	1,200,000	1,600,000	2,000,000	1,696,718
10 < 15 years	336	23%	1,700,000	2,050,000	2,500,000	2,190,444
15 < 20 years	95	6%	2,100,000	2,500,000	3,200,000	2,709,006
20 years or more	27	2%	1,910,000	3,000,000	3,500,000	2,935,556

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	9	1%	--	--	--	--
Some college or Associate's degree	53	4%	1,100,000	1,600,000	2,000,000	1,608,584
4-year college degree	653	44%	1,300,000	1,700,000	2,200,000	1,817,680
Master's degree	688	46%	1,300,000	1,735,000	2,300,000	1,881,287
Doctoral degree	77	5%	1,365,000	1,800,000	2,400,000	1,979,542

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	269	18%	1,300,000	1,760,000	2,300,000	1,869,802
No degree in PM	1,207	82%	1,280,000	1,700,000	2,200,000	1,841,689

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	1,232	83%	1,400,000	1,800,000	2,345,000	1,928,473
PMP for less than 1 year	22	2%	1,400,000	1,476,719	2,200,000	1,623,507
PMP for 1 < 5 years	693	57%	1,200,000	1,570,000	2,000,000	1,673,171
PMP for 5 < 10 years	381	32%	1,600,000	2,025,000	2,580,000	2,193,457
PMP for 10 < 20 years	110	9%	2,049,183	2,500,000	3,300,000	2,702,728
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP Certification	248	17%	900,000	1,327,026	1,800,000	1,435,870

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	474	33%	1,200,000	1,700,000	2,271,000	1,835,871
5 to 9 days	415	28%	1,320,000	1,800,000	2,245,000	1,892,095
10 days or more	568	39%	1,300,000	1,700,000	2,200,000	1,831,147

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	1,249	88%	1,300,000	1,750,000	2,300,000	1,879,105
Female	167	12%	1,150,000	1,500,000	1,943,554	1,588,599

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	30	2%	1,300,000	1,850,000	2,800,000	1,974,050
Consulting	78	5%	1,247,000	1,645,000	2,200,000	1,724,272
Customer Service/Public Relations	12	1%	1,020,344	1,480,000	2,450,000	1,907,474
Engineering	96	6%	1,287,500	1,700,000	2,150,000	1,776,968
Finance	26	2%	1,200,000	1,673,000	2,200,000	1,832,937
Human Resources	7	*	--	--	--	--
Information Technology/Information Systems	569	38%	1,400,000	1,800,000	2,277,049	1,908,664
Operations/Manufacturing	32	2%	936,500	1,337,500	2,020,000	1,587,907
Project Management Department or PMO	483	33%	1,200,000	1,659,168	2,200,000	1,822,966
Quality Management	33	2%	1,200,000	1,700,000	2,050,000	1,763,259
Research and Development	49	3%	1,200,000	1,650,000	2,100,000	1,746,445
Sales/Marketing	21	1%	1,100,000	1,917,000	2,500,000	1,914,309
Supply Chain Management/Logistics	16	1%	914,108	1,460,000	2,200,000	1,635,826
Training/Education	6	*	--	--	--	--
Other	22	1%	1,305,000	2,162,500	2,776,299	2,160,877

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	28	2%	1,125,000	1,614,584	1,988,000	1,669,363
Business services	11	1%	1,100,000	1,600,000	2,000,000	1,692,909
Construction	37	3%	900,000	1,400,000	1,635,000	1,407,970
Consulting	67	5%	1,200,000	1,800,000	2,200,000	1,806,446
Engineering	115	8%	1,200,000	1,680,000	2,200,000	1,799,907
Financial services	100	7%	1,300,000	1,700,000	2,050,000	1,764,818
Food and beverage	4	*	--	--	--	--
Government	11	1%	1,008,000	1,300,000	2,200,000	1,617,091
Healthcare	27	2%	830,000	1,800,000	2,200,000	1,700,525
Information technology	805	54%	1,382,000	1,750,000	2,282,500	1,885,003
Insurance	10	1%	1,500,000	1,775,000	2,100,000	1,792,500
Legal	2	*	--	--	--	--
Manufacturing	68	5%	1,200,000	1,600,000	2,288,525	1,758,362
Pharmaceuticals	20	1%	1,132,500	1,475,000	2,004,000	1,591,150
Real Estate	10	1%	1,800,000	2,200,000	3,400,000	2,556,300
Resources (Agriculture, Mining, etc.)	15	1%	1,000,000	1,900,000	2,000,000	1,621,716
Telecommunications	84	6%	1,300,000	1,800,000	2,450,000	1,996,107
Training/Education	2	*	--	--	--	--
Utility	7	*	--	--	--	--
Other	57	4%	1,200,000	1,733,000	2,500,000	2,010,611

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	310	21%	1,400,000	1,902,950	2,500,000	2,051,778
Construction	105	7%	1,000,000	1,425,000	2,200,000	1,722,452
Engineering	264	18%	1,200,000	1,684,750	2,200,000	1,849,952
Information Technology	1,021	69%	1,400,000	1,800,000	2,300,000	1,895,104
Manufacturing	89	6%	1,100,000	1,600,000	1,960,000	1,694,054
Operations	259	18%	1,232,500	1,700,000	2,400,000	1,921,771
Quality Management	166	11%	1,200,000	1,700,000	2,200,000	1,838,727
Regulatory Compliance	94	6%	1,400,000	1,800,000	2,300,000	1,880,456
Research and Development	135	9%	1,265,000	1,700,000	2,228,000	1,854,088
Supply Chain						
Management/Logistics	75	5%	1,260,000	1,750,000	2,200,000	1,865,907
Other	74	5%	1,400,000	1,800,000	2,776,299	2,059,623

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	46	3%	1,200,000	1,500,000	2,000,000	1,586,346
100 to 299	40	3%	1,045,344	1,500,000	2,000,000	1,601,588
300 to 999	116	8%	1,200,000	1,600,000	2,200,000	1,718,371
1,000 to 2,499	72	5%	1,200,000	1,800,000	2,090,000	1,793,109
2,500 to 4,999	109	7%	1,225,000	1,600,000	2,100,000	1,755,321
5,000 to 9,999	189	13%	1,300,000	1,800,000	2,400,000	1,905,731
10,000 or more	908	61%	1,334,648	1,737,835	2,285,250	1,888,757

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	74	6%	900,000	1,382,500	1,800,000	1,453,053
5-9 people	258	21%	1,200,000	1,600,000	2,100,000	1,746,281
10-14 people	263	22%	1,265,000	1,616,255	2,100,000	1,746,351
15-19 people	137	11%	1,300,000	1,800,000	2,200,000	1,853,126
20 or more people	488	40%	1,500,000	2,000,000	2,500,000	2,121,418

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	201	15%	1,158,600	1,500,000	1,905,900	1,576,158
\$100,000 to \$499,999	386	29%	1,200,000	1,600,000	2,066,000	1,695,748
\$500,000 to \$999,999	205	16%	1,400,000	1,800,000	2,300,000	1,950,524
\$1 million to \$10 million	371	28%	1,500,000	1,853,000	2,500,000	2,037,649
More than \$10 million	147	11%	1,400,000	1,950,000	2,800,000	2,182,725

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	482	33%
Yes - Informal	722	49%
No	210	14%
Don't Know	55	4%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	385	33%
Yes - Informal	627	53%
No	94	8%
Don't Know	76	6%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	693	48%
Yes - Informal	539	37%
No	181	12%
Don't Know	37	3%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	82	6%	81	6%	1,310	89%
Director of Project Management Office (PMO)	5	11%	3	6%	39	83%
Portfolio Manager	12	13%	12	13%	73	76%
Program Manager	30	9%	24	7%	284	85%
Project Manager III	12	4%	13	5%	262	91%
Project Manager II	13	4%	12	4%	274	92%
Project Manager I	8	3%	10	4%	244	93%
Project Management Specialist	1	1%	4	5%	77	94%
Project Management Consultant	1	2%	3	5%	57	93%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	33%	832	57%	641	44%
Director of Project Management Office (PMO)	16	33%	35	73%	25	52%
Portfolio Manager	37	39%	71	75%	51	54%
Program Manager	126	38%	232	69%	161	48%
Project Manager III	97	34%	160	56%	122	43%
Project Manager II	83	28%	158	54%	127	43%
Project Manager I	76	29%	108	41%	101	39%
Project Management Specialist	31	39%	45	56%	34	43%
Project Management Consultant	15	25%	23	38%	20	33%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	1,389	21.4	1,076	26.3
Director of Project Management Office (PMO)	48	22.2	34	24.3
Portfolio Manager	91	23.0	81	30.7
Program Manager	318	20.8	251	25.6
Project Manager III	271	21.9	208	25.6
Project Manager II	276	21.5	211	26.7
Project Manager I	251	20.5	190	24.8
Project Management Specialist	77	25.0	60	29.6
Project Management Consultant	57	18.9	41	27.9

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	233	16%	587	41%	125	9%
Director of Project Management Office (PMO)	7	15%	12	25%	4	8%
Portfolio Manager	15	16%	43	46%	13	14%
Program Manager	65	20%	140	42%	26	8%
Project Manager III	36	13%	117	41%	21	7%
Project Manager II	46	16%	123	43%	29	10%
Project Manager I	47	18%	91	35%	20	8%
Project Management Specialist	8	10%	34	43%	7	9%
Project Management Consultant	9	15%	27	45%	5	8%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	1,468	42.1	1,444	47.1
Director of Project Management Office (PMO)	48	42.9	48	50.0
Portfolio Manager	96	42.2	96	49.4
Program Manager	338	42.2	328	48.1
Project Manager III	284	41.9	277	47.2
Project Manager II	297	42.2	297	46.6
Project Manager I	261	42.2	256	45.8
Project Management Specialist	82	41.8	82	46.1
Project Management Consultant	62	41.2	60	44.6

Annualized Salary by Position Description - Self-Employed Only

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	7	5%	--	--	--	--
Portfolio Manager	10	7%	3,000,000	3,650,000	4,400,000	3,531,000
Program Manager	30	22%	1,800,000	2,175,000	2,900,000	2,242,000
Project Manager III	23	17%	1,400,000	1,700,000	2,000,000	1,657,696
Project Manager II	25	19%	1,300,000	1,500,000	1,800,000	1,567,320
Project Manager I	24	18%	975,000	1,400,000	1,725,000	1,362,292
Project Management Specialist	7	5%	--	--	--	--
Project Management Consultant	9	7%	--	--	--	--

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	41	3%	2,000,000	2,700,000	3,500,000	2,779,770
Portfolio Manager	86	6%	1,960,000	2,400,000	3,000,000	2,587,280
Program Manager	310	23%	1,700,000	2,100,000	2,679,500	2,252,009
Project Manager III	264	20%	1,400,000	1,800,000	2,170,000	1,844,130
Project Manager II	276	21%	1,250,000	1,550,000	2,000,000	1,644,914
Project Manager I	240	18%	1,009,000	1,300,000	1,600,000	1,371,569
Project Management Specialist	75	6%	900,000	1,280,000	1,700,000	1,362,743
Project Management Consultant	53	4%	840,996	1,400,000	1,800,000	1,402,943

Ireland

Detailed Findings – All Respondents



Total Compensation (in European Union Euros)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	557	58,000	70,000	84,000	73,208
Total Compensation	557	61,800	76,000	97,000	82,128

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months	n=	Percent	Next 12 Months	n=	Percent
Decreased	10	2%	Decrease	7	1%
Remained the same	122	22%	Remain the same	140	25%
Increased less than 1%	18	3%	Increase less than 1%	27	5%
Increased 1% to 2.9%	162	29%	Increase 1% to 2.9%	159	29%
Increased 3% to 3.9%	64	11%	Increase 3% to 3.9%	68	12%
Increased 4% to 4.9%	36	6%	Increase 4% to 4.9%	41	7%
Increased 5% to 6.9%	31	6%	Increase 5% to 6.9%	44	8%
Increased 7% to 9.9%	31	6%	Increase 7% to 9.9%	19	3%
Increased 10% to 14.9%	49	9%	Increase 10% to 14.9%	29	5%
Increased 15% to 19.9%	9	2%	Increase 15% to 19.9%	11	2%
Increased 20% to 24.9%	11	2%	Increase 20% to 24.9%	9	2%
Increased 25% to 29.9%	4	1%	Increase 25% to 29.9%	2	*
Increased 30% or greater	10	2%	Increase 30% or greater	1	*

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	31	6%	79,000	95,000	133,500	104,906
Portfolio Manager	37	7%	73,500	82,500	105,000	91,041
Program Manager	131	24%	65,000	80,000	92,000	80,014
Project Manager III	140	25%	63,000	72,000	82,000	73,676
Project Manager II	97	17%	52,000	60,000	68,988	61,039
Project Manager I	62	11%	45,000	54,500	62,000	55,239
Project Management Specialist	17	3%	47,000	53,000	63,000	55,465
Project Management Consultant	42	8%	51,500	74,450	90,000	73,118

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	5	1%	--	--	--	--
3 < 5 years	6	1%	--	--	--	--
5 < 10 years	57	10%	45,000	51,000	62,000	54,571
10 < 15 years	111	20%	54,000	64,000	75,000	65,642
15 < 20 years	130	23%	58,000	69,275	77,000	68,963
20 years or more	248	45%	66,400	80,000	96,500	84,448

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	187	36%	54,500	65,000	80,000	69,510
1 to 5 years	257	49%	60,000	70,000	82,500	72,232
6 years or more	79	15%	70,000	80,000	92,000	83,162
Extreme Project Management						
None	385	75%	57,700	70,000	83,000	72,016
1 to 5 years	84	16%	56,750	65,500	82,150	71,923
6 years or more	42	8%	70,000	78,500	91,000	83,289
Process-Based Project Management						
None	148	28%	57,141	70,000	84,000	71,864
1 to 5 years	187	36%	52,300	63,000	75,000	65,280
6 years or more	187	36%	65,000	75,500	92,601	81,500
Event Chain Project Management						
None	365	72%	60,000	70,000	83,000	72,384
1 to 5 years	90	18%	54,000	67,500	80,000	70,400
6 years or more	50	10%	60,000	76,000	90,000	79,070
Project Portfolio Management						
None	196	37%	53,500	65,000	75,000	65,374
1 to 5 years	211	40%	60,000	70,000	84,000	72,546
6 years or more	119	23%	70,000	81,500	104,000	87,854
Program Management						
None	114	21%	50,000	61,250	70,000	61,541
1 to 5 years	246	46%	58,000	70,000	83,000	71,779
6 years or more	174	33%	65,500	80,000	95,000	84,327
Earned Value Management						
None	220	43%	55,000	67,500	82,150	69,368
1 to 5 years	192	37%	55,500	65,750	79,000	69,949
6 years or more	105	20%	67,897	81,500	100,000	86,476
Lean Project Management						
None	240	46%	57,000	70,000	83,000	72,462
1 to 5 years	202	39%	58,000	68,000	83,000	72,453
6 years or more	76	15%	61,000	76,500	90,000	78,741
Critical Chain Project Management						
None	263	51%	57,000	70,000	83,000	70,846
1 to 5 years	157	31%	55,000	65,000	81,500	72,469
6 years or more	93	18%	64,830	77,000	90,000	80,056
Waterfall Project Management						
None	167	32%	53,000	64,830	80,000	67,220
1 to 5 years	142	27%	52,300	63,000	75,000	66,110
6 years or more	216	41%	67,350	79,000	92,301	82,573
Risk Management						
None	61	11%	47,000	60,000	76,000	62,791
1 to 5 years	229	43%	52,000	63,000	75,000	65,438

6 years or more	245	46%	66,000	79,500	93,200	83,294
Change Management						
None	51	10%	45,000	58,000	75,000	60,504
1 to 5 years	210	40%	51,500	63,000	73,500	64,352
6 years or more	269	51%	65,000	79,000	92,500	82,943
Resource Management						
None	57	11%	47,000	60,000	72,500	61,568
1 to 5 years	218	41%	53,000	65,000	75,000	65,229
6 years or more	257	48%	65,000	79,000	95,000	83,126

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	32	6%	40,570	46,650	59,250	48,936
3 < 5 years	58	10%	46,354	56,850	67,000	59,393
5 < 10 years	193	35%	54,000	65,000	73,500	65,573
10 < 15 years	144	26%	65,000	75,000	85,000	77,950
15 < 20 years	86	15%	70,000	82,650	100,000	85,951
20 years or more	44	8%	82,750	95,500	120,000	102,127

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	8	1%	--	--	--	--
Some college or Associate's degree	50	9%	61,500	69,250	89,633	74,824
4-year college degree	228	41%	57,253	68,326	80,500	70,804
Master's degree	241	43%	60,000	70,000	85,000	75,320
Doctoral degree	30	5%	54,000	70,000	78,800	70,660

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	101	18%	60,000	70,000	90,000	78,501
No degree in PM	454	82%	58,000	70,000	83,000	72,069

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	433	78%	60,000	70,000	85,000	74,762
PMP for less than 1 year	5	1%	--	--	--	--
PMP for 1 < 5 years	261	61%	58,000	67,700	80,000	70,817
PMP for 5 < 10 years	119	28%	63,000	75,000	87,653	77,858
PMP for 10 < 20 years	46	11%	73,000	87,475	108,000	91,737
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP Certification	124	22%	50,000	62,000	81,500	67,781

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	280	51%	60,000	70,150	86,550	74,742
5 to 9 days	176	32%	59,500	68,026	82,750	73,302
10 days or more	95	17%	55,000	65,000	80,000	68,878

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	363	67%	60,000	70,000	85,000	75,557
Female	179	33%	55,000	68,000	80,000	67,717

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	22	4%	62,000	73,000	85,000	74,659
Consulting	35	6%	60,000	72,000	85,000	75,283
Customer Service/Public Relations	8	1%	--	--	--	--
Engineering	71	13%	56,000	65,000	80,000	70,622
Finance	13	2%	45,000	65,000	78,800	68,908
Human Resources	1	*	--	--	--	--
Information Technology/Information Systems	131	24%	60,000	70,000	85,000	72,259
Operations/Manufacturing	38	7%	57,224	71,085	99,000	77,457
Project Management Department or PMO	146	26%	60,000	70,150	85,000	76,130
Quality Management	13	2%	51,500	70,949	76,000	67,031
Research and Development	31	6%	55,000	62,000	80,000	67,037
Sales/Marketing	13	2%	49,000	65,000	80,000	71,208
Supply Chain Management/Logistics	13	2%	46,354	59,000	82,388	63,853
Training/Education	4	1%	--	--	--	--
Other	18	3%	59,000	81,500	104,331	82,811

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	--	*	--	--	--	--
Business services	3	1%	--	--	--	--
Construction	17	3%	50,000	62,000	74,500	66,601
Consulting	33	6%	58,500	70,000	84,000	73,750
Engineering	41	7%	60,000	73,000	84,000	74,891
Financial services	65	12%	65,000	73,500	89,950	77,683
Food and beverage	6	1%	--	--	--	--
Government	13	2%	62,250	68,000	80,000	71,829
Healthcare	23	4%	55,000	80,000	90,000	78,308
Information technology	167	30%	60,000	70,000	81,500	72,467
Insurance	15	3%	60,000	70,000	75,000	68,867
Legal	--	*	--	--	--	--
Manufacturing	38	7%	54,000	60,500	76,000	68,066
Pharmaceuticals	32	6%	60,000	80,400	110,500	87,394
Real Estate	3	1%	--	--	--	--
Resources (Agriculture, Mining, etc.)	--	*	--	--	--	--
Telecommunications	50	9%	54,000	63,000	80,000	66,188
Training/Education	6	1%	--	--	--	--
Utility	18	3%	50,000	62,500	92,000	72,391
Other	27	5%	60,000	70,000	86,000	73,904

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	169	30%	65,000	75,500	90,000	80,119
Construction	55	10%	55,000	74,500	92,000	77,383
Engineering	111	20%	60,000	70,000	90,000	76,899
Information Technology	305	55%	60,500	70,000	85,000	74,730
Manufacturing	54	10%	55,000	65,000	85,000	71,706
Operations	151	27%	60,000	70,000	89,000	75,819
Quality Management	46	8%	60,000	70,975	82,000	72,839
Regulatory Compliance	62	11%	65,000	75,000	92,000	79,650
Research and Development	66	12%	57,281	70,000	85,000	73,128
Supply Chain						
Management/Logistics	42	8%	60,000	82,000	93,000	78,401
Other	27	5%	50,000	62,250	83,000	68,281

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	46	8%	60,000	69,000	86,100	71,878
100 to 299	43	8%	60,000	70,000	81,000	72,954
300 to 999	59	11%	58,000	70,000	83,414	75,121
1,000 to 2,499	47	8%	60,000	70,000	85,000	73,375
2,500 to 4,999	60	11%	50,000	62,000	81,250	66,826
5,000 to 9,999	42	8%	55,000	70,000	93,000	77,894
10,000 or more	260	47%	60,000	70,000	84,000	73,736

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	65	15%	60,000	68,600	83,000	71,455
5-9 people	167	38%	60,000	69,000	82,500	72,844
10-14 people	94	22%	62,000	72,000	83,000	75,102
15-19 people	35	8%	65,000	80,000	96,000	78,884
20 or more people	73	17%	63,000	80,000	102,000	85,383

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	94	18%	48,000	61,598	76,000	64,114
\$100,000 to \$499,999	131	26%	60,000	70,000	81,000	71,303
\$500,000 to \$999,999	96	19%	60,000	65,900	81,750	71,348
\$1 million to \$10 million	150	29%	62,600	75,000	92,601	79,632
More than \$10 million	39	8%	70,000	85,000	110,000	91,941

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	130	23%
Yes - Informal	248	45%
No	155	28%
Don't Know	22	4%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	74	20%
Yes - Informal	194	52%
No	70	19%
Don't Know	37	10%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	198	36%
Yes - Informal	183	33%
No	143	26%
Don't Know	25	5%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	55	10%	69	13%	435	79%
Director of Project Management Office (PMO)	2	7%	11	38%	17	59%
Portfolio Manager	2	5%	3	8%	32	86%
Program Manager	18	14%	18	14%	95	74%
Project Manager III	20	15%	13	9%	106	77%
Project Manager II	6	6%	9	9%	82	85%
Project Manager I	1	2%	6	10%	55	89%
Project Management Specialist	3	18%	3	18%	12	71%
Project Management Consultant	3	7%	6	14%	36	86%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	22%	309	56%	244	44%
Director of Project Management Office (PMO)	12	39%	23	74%	14	45%
Portfolio Manager	11	30%	27	73%	13	35%
Program Manager	44	34%	74	57%	63	48%
Project Manager III	29	21%	81	59%	61	44%
Project Manager II	10	10%	47	49%	51	53%
Project Manager I	7	11%	30	49%	20	33%
Project Management Specialist	2	12%	4	24%	8	47%
Project Management Consultant	7	17%	23	55%	14	33%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	516	20.9	509	22.9
Director of Project Management Office (PMO)	28	19.9	30	22.3
Portfolio Manager	33	22.6	37	25.5
Program Manager	119	21.9	117	23.5
Project Manager III	132	20.5	131	22.1
Project Manager II	89	20.7	85	23.3
Project Manager I	61	19.7	57	21.8
Project Management Specialist	14	19.9	15	23.1
Project Management Consultant	40	21.8	37	22.8

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	115	21%	382	69%	30	5%
Director of Project Management Office (PMO)	8	26%	18	58%	2	6%
Portfolio Manager	6	16%	32	86%	--	*
Program Manager	27	21%	90	69%	9	7%
Project Manager III	27	19%	97	69%	5	4%
Project Manager II	21	22%	66	69%	6	6%
Project Manager I	16	26%	40	65%	1	2%
Project Management Specialist	4	25%	12	75%	1	6%
Project Management Consultant	6	14%	27	64%	6	14%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	553	38.7	553	44.5
Director of Project Management Office (PMO)	31	38.7	31	48.0
Portfolio Manager	37	38.6	37	48.1
Program Manager	131	38.9	130	45.1
Project Manager III	140	38.7	140	44.2
Project Manager II	96	38.6	96	43.0
Project Manager I	61	38.5	62	43.2
Project Management Specialist	16	38.3	16	41.7
Project Management Consultant	41	38.1	41	43.9

Annualized Salary by Position Description - Self-Employed Only

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	6	8%	--	--	--	--
Portfolio Manager	4	5%	--	--	--	--
Program Manager	16	21%	70,500	95,000	115,000	95,584
Project Manager III	17	22%	80,000	96,000	105,000	95,829
Project Manager II	12	16%	52,500	70,000	76,000	66,788
Project Manager I	7	9%	--	--	--	--
Project Management Specialist	2	3%	--	--	--	--
Project Management Consultant	12	16%	64,250	95,505	112,500	85,667

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	25	5%	82,000	91,000	140,000	106,944
Portfolio Manager	33	7%	71,000	82,000	96,000	84,955
Program Manager	115	24%	65,000	80,000	90,000	77,848
Project Manager III	123	26%	62,000	70,000	79,500	70,615
Project Manager II	85	18%	52,000	60,000	65,000	60,227
Project Manager I	55	11%	44,523	50,000	61,000	53,433
Project Management Specialist	15	3%	44,000	53,000	68,600	55,973
Project Management Consultant	30	6%	50,000	70,950	84,000	68,099

Italy

Detailed Findings – All Respondents



Total Compensation (in European Union Euros)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	1,071	40,000	50,000	60,000	51,899
Total Compensation	1,071	43,000	52,616	65,000	56,612

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months		Next 12 Months			
	n=	Percent			
Decreased	64	6%	Decrease	29	3%
Remained the same	548	51%	Remain the same	519	48%
Increased less than 1%	83	8%	Increase less than 1%	95	9%
Increased 1% to 2.9%	137	13%	Increase 1% to 2.9%	151	14%
Increased 3% to 3.9%	43	4%	Increase 3% to 3.9%	66	6%
Increased 4% to 4.9%	30	3%	Increase 4% to 4.9%	34	3%
Increased 5% to 6.9%	57	5%	Increase 5% to 6.9%	48	4%
Increased 7% to 9.9%	37	3%	Increase 7% to 9.9%	31	3%
Increased 10% to 14.9%	38	4%	Increase 10% to 14.9%	61	6%
Increased 15% to 19.9%	6	1%	Increase 15% to 19.9%	14	1%
Increased 20% to 24.9%	14	1%	Increase 20% to 24.9%	7	1%
Increased 25% to 29.9%	4	*	Increase 25% to 29.9%	5	*
Increased 30% or greater	10	1%	Increase 30% or greater	11	1%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	50	5%	50,000	60,000	80,000	65,412
Portfolio Manager	57	5%	50,000	60,000	71,000	61,926
Program Manager	207	19%	46,000	55,000	67,920	57,994
Project Manager III	278	26%	44,000	51,000	62,000	54,629
Project Manager II	225	21%	39,745	47,000	55,000	47,628
Project Manager I	127	12%	35,000	40,000	48,932	40,981
Project Management Specialist	58	5%	35,000	43,000	50,000	43,303
Project Management Consultant	69	6%	34,000	44,000	50,000	45,790

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	8	1%	--	--	--	--
3 < 5 years	14	1%	25,000	31,000	35,000	32,078
5 < 10 years	102	10%	32,000	37,400	45,000	39,727
10 < 15 years	185	17%	39,000	45,000	52,000	47,013
15 < 20 years	296	28%	40,000	50,000	60,000	51,704
20 years or more	466	44%	46,000	55,000	65,000	57,667

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	437	45%	40,750	50,000	60,000	51,646
1 to 5 years	425	44%	40,000	50,000	60,000	51,517
6 years or more	112	11%	41,462	50,500	65,500	55,353
Extreme Project Management						
None	707	74%	40,000	50,000	60,000	51,513
1 to 5 years	161	17%	41,000	50,000	60,000	50,792
6 years or more	82	9%	45,000	53,900	70,000	58,333
Process-Based Project Management						
None	249	26%	42,000	50,000	60,000	53,200
1 to 5 years	320	33%	37,000	45,000	55,000	46,799
6 years or more	398	41%	44,000	52,000	64,000	55,367
Event Chain Project Management						
None	623	67%	40,000	50,000	60,000	52,312
1 to 5 years	192	21%	37,650	45,000	58,000	47,620
6 years or more	120	13%	45,000	51,500	68,000	57,605
Project Portfolio Management						
None	498	51%	40,000	48,000	57,500	49,205
1 to 5 years	287	30%	42,000	50,000	60,900	52,335
6 years or more	185	19%	47,000	57,000	70,000	60,208
Program Management						
None	296	30%	37,042	45,000	55,000	47,363
1 to 5 years	368	37%	40,000	48,087	60,000	50,535
6 years or more	323	33%	46,000	56,000	69,000	58,832
Earned Value Management						
None	264	27%	40,000	48,966	58,000	50,310
1 to 5 years	420	43%	39,623	46,000	58,000	49,569
6 years or more	298	30%	45,000	55,000	65,000	57,197
Lean Project Management						
None	544	57%	40,000	48,966	60,000	51,089
1 to 5 years	302	31%	40,000	50,000	60,000	51,693
6 years or more	113	12%	45,000	55,500	65,000	57,860
Critical Chain Project Management						
None	406	42%	40,000	48,791	59,000	50,688
1 to 5 years	307	32%	39,000	46,500	58,000	49,357
6 years or more	244	25%	45,250	55,000	65,367	57,759
Waterfall Project Management						
None	343	35%	40,000	50,000	60,000	50,849
1 to 5 years	209	21%	37,000	45,000	54,000	47,377
6 years or more	425	44%	44,000	53,000	63,000	55,565
Risk Management						
None	162	16%	38,000	46,000	55,000	46,353
1 to 5 years	445	45%	39,000	45,500	55,000	48,322

6 years or more	383	39%	45,000	56,000	68,500	58,957
Change Management						
None	181	18%	40,000	46,000	55,000	48,516
1 to 5 years	396	40%	39,250	48,000	58,000	49,686
6 years or more	412	42%	44,140	55,000	65,000	56,152
Resource Management						
None	99	10%	35,000	42,000	51,000	44,459
1 to 5 years	365	37%	38,400	45,000	54,400	47,191
6 years or more	520	53%	45,000	55,000	66,000	57,109

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	33	3%	25,513	35,000	45,000	35,839
3 < 5 years	67	6%	32,000	38,000	45,000	39,749
5 < 10 years	349	33%	38,000	45,000	53,000	46,681
10 < 15 years	308	29%	41,000	50,000	60,000	52,868
15 < 20 years	207	19%	50,000	55,600	67,920	59,475
20 years or more	107	10%	50,000	60,000	72,000	64,035

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	172	16%	42,500	50,500	60,000	51,981
Some college or Associate's degree	35	3%	39,843	49,000	60,000	49,411
4-year college degree	148	14%	41,000	50,000	60,000	51,602
Master's degree	598	56%	40,000	50,000	60,000	52,086
Doctoral degree	118	11%	40,000	50,000	60,000	51,941

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	166	16%	40,000	50,000	60,000	50,339
No degree in PM	892	84%	40,418	50,000	60,000	52,200

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	883	82%	41,000	50,000	60,000	52,872
PMP for less than 1 year	9	1%	--	--	--	--
PMP for 1 < 5 years	402	46%	40,000	46,975	57,000	49,776
PMP for 5 < 10 years	330	38%	42,000	52,000	63,000	54,913
PMP for 10 < 20 years	126	15%	50,000	55,550	66,000	58,500
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP Certification	188	18%	35,000	45,000	56,500	47,328

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	410	39%	40,000	50,000	60,000	52,059
5 to 9 days	326	31%	42,000	50,000	60,000	52,569
10 days or more	307	29%	40,000	49,000	60,000	51,818

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	868	83%	41,000	50,000	60,000	52,584
Female	177	17%	38,000	46,500	55,000	48,468

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	42	4%	40,000	50,000	62,000	51,968
Consulting	120	11%	36,500	48,325	60,000	51,206
Customer Service/Public Relations	10	1%	42,000	57,500	62,000	53,800
Engineering	81	8%	39,000	48,500	60,000	50,229
Finance	17	2%	45,000	51,000	55,000	51,751
Human Resources	3	*	--	--	--	--
Information Technology/Information Systems	321	30%	40,000	48,000	59,000	49,525
Operations/Manufacturing	40	4%	39,500	46,600	62,500	51,568
Project Management Department or PMO	327	31%	43,000	50,000	60,000	53,915
Quality Management	8	1%	--	--	--	--
Research and Development	47	4%	44,600	55,000	61,000	52,734
Sales/Marketing	28	3%	47,000	51,000	62,500	57,731
Supply Chain Management/Logistics	8	1%	--	--	--	--
Training/Education	2	*	--	--	--	--
Other	17	2%	50,000	55,000	68,500	58,821

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	50	5%	42,000	48,087	57,000	50,917
Business services	6	1%	--	--	--	--
Construction	24	2%	50,000	50,500	67,925	58,446
Consulting	93	9%	35,000	45,000	60,000	49,504
Engineering	87	8%	44,000	55,000	65,000	55,069
Financial services	47	4%	45,000	54,000	61,000	53,902
Food and beverage	10	1%	46,950	70,000	78,000	66,545
Government	15	1%	36,000	45,000	75,000	55,399
Healthcare	10	1%	38,000	43,000	50,000	43,400
Information technology	378	35%	40,000	49,000	60,000	50,903
Insurance	10	1%	55,000	60,750	70,000	63,098
Legal	--	*	--	--	--	--
Manufacturing	59	6%	43,000	50,000	60,000	52,245
Pharmaceuticals	21	2%	36,742	45,000	60,000	49,293
Real Estate	--	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	22	2%	50,000	60,000	66,000	59,591
Telecommunications	149	14%	40,600	49,000	58,000	49,910
Training/Education	3	*	--	--	--	--
Utility	12	1%	36,500	41,000	51,000	45,250
Other	75	7%	45,000	50,175	60,690	55,049

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	197	18%	40,000	51,000	65,000	53,809
Construction	87	8%	42,000	51,416	65,000	56,214
Engineering	241	23%	41,000	50,000	60,000	52,355
Information Technology	662	62%	40,000	48,966	60,000	50,518
Manufacturing	94	9%	40,000	50,088	65,000	53,659
Operations	157	15%	41,300	51,000	61,000	53,397
Quality Management	71	7%	37,800	49,479	59,000	49,833
Regulatory Compliance	65	6%	40,000	50,000	65,000	52,538
Research and Development	128	12%	42,750	50,000	60,000	54,210
Supply Chain						
Management/Logistics	51	5%	42,000	50,000	70,000	55,970
Other	45	4%	45,000	52,000	63,000	56,086

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	88	8%	35,115	45,000	58,650	48,866
100 to 299	106	10%	38,000	50,000	60,000	50,233
300 to 999	112	10%	40,000	49,000	60,000	51,310
1,000 to 2,499	128	12%	40,000	47,500	60,000	51,572
2,500 to 4,999	113	11%	40,000	47,000	60,000	51,454
5,000 to 9,999	112	10%	37,542	43,000	55,000	47,094
10,000 or more	412	38%	44,117	52,450	61,500	54,666

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	155	18%	36,000	45,000	54,000	46,094
5-9 people	275	31%	40,000	48,500	60,000	51,027
10-14 people	203	23%	43,000	53,000	62,000	55,299
15-19 people	74	8%	40,600	50,000	59,581	52,355
20 or more people	170	19%	46,000	58,000	68,500	59,558

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	137	14%	38,000	44,000	50,900	46,182
\$100,000 to \$499,999	265	27%	39,000	48,000	58,000	49,235
\$500,000 to \$999,999	154	16%	42,000	50,000	60,000	53,341
\$1 million to \$10 million	314	32%	43,000	52,000	63,000	55,041
More than \$10 million	109	11%	46,000	55,000	70,000	59,373

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	177	17%
Yes - Informal	379	36%
No	430	41%
Don't Know	70	7%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	106	19%
Yes - Informal	299	54%
No	93	17%
Don't Know	55	10%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	353	34%
Yes - Informal	348	33%
No	273	26%
Don't Know	72	7%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	43	4%	32	3%	975	93%
Director of Project Management Office (PMO)	3	6%	3	6%	43	88%
Portfolio Manager	5	9%	1	2%	50	89%
Program Manager	6	3%	8	4%	189	94%
Project Manager III	14	5%	9	3%	250	93%
Project Manager II	7	3%	5	2%	210	95%
Project Manager I	3	2%	4	3%	116	94%
Project Management Specialist	1	2%	1	2%	55	96%
Project Management Consultant	4	6%	1	1%	62	93%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	29%	793	75%	316	30%
Director of Project Management Office (PMO)	21	42%	35	70%	19	38%
Portfolio Manager	28	49%	46	81%	20	35%
Program Manager	78	38%	165	80%	67	32%
Project Manager III	92	34%	215	78%	87	32%
Project Manager II	46	21%	176	79%	64	29%
Project Manager I	16	13%	82	66%	22	18%
Project Management Specialist	9	16%	25	45%	17	30%
Project Management Consultant	17	25%	49	73%	20	30%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	907	24.9	909	28.0
Director of Project Management Office (PMO)	41	24.8	43	29.0
Portfolio Manager	44	26.9	50	29.3
Program Manager	181	25.6	180	28.3
Project Manager III	235	24.1	239	27.2
Project Manager II	195	24.7	193	27.0
Project Manager I	95	24.9	95	29.8
Project Management Specialist	54	26.3	53	28.6
Project Management Consultant	62	23.8	56	27.4

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	233	23%	585	57%	90	9%
Director of Project Management Office (PMO)	10	21%	31	65%	4	8%
Portfolio Manager	13	23%	36	63%	4	7%
Program Manager	42	21%	115	58%	15	8%
Project Manager III	72	27%	149	56%	20	8%
Project Manager II	47	22%	120	56%	19	9%
Project Manager I	19	16%	75	64%	10	9%
Project Management Specialist	15	28%	25	46%	11	20%
Project Management Consultant	15	23%	34	52%	7	11%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	1,052	39.5	1,045	46.2
Director of Project Management Office (PMO)	50	40.1	49	46.9
Portfolio Manager	56	39.6	57	47.4
Program Manager	205	39.7	204	48.1
Project Manager III	274	39.5	273	46.3
Project Manager II	221	39.5	219	45.7
Project Manager I	121	39.5	120	44.6
Project Management Specialist	58	39.0	56	43.8
Project Management Consultant	67	39.4	67	45.6

Annualized Salary by Position Description - Self-Employed Only

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	11	7%	58,00	70,000	88,000	74,636
Portfolio Manager	13	9%	50,00	55,000	62,000	58,710
Program Manager	28	19%	44,00	55,000	64,750	57,661
Project Manager III	39	26%	45,00	50,000	60,000	52,992
Project Manager II	26	17%	40,00	45,500	50,308	48,204
Project Manager I	14	9%	28,74	36,500	55,000	41,517
Project Management Specialist	3	2%	--	--	--	--
Project Management Consultant	15	10%	33,000	45,000	55,000	46,207

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	39	4%	45,000	60,000	80,000	62,811
Portfolio Manager	44	5%	48,500	60,000	73,500	62,877
Program Manager	179	19%	47,000	55,600	68,000	58,046
Project Manager III	239	26%	43,532	51,800	63,000	54,896
Project Manager II	199	22%	39,000	47,000	55,000	47,553
Project Manager I	113	12%	35,000	40,000	47,455	40,915
Project Management Specialist	55	6%	35,000	43,000	50,000	42,947
Project Management Consultant	54	6%	34,500	43,500	50,000	45,675

Japan

Detailed Findings – All Respondents



Total Compensation (in Japanese Yen)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	699	6,000,000	7,000,000	8,900,000	7,618,031
Total Compensation	699	7,500,000	9,300,000	11,000,000	9,657,155

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months			Next 12 Months		
	n=	Percent		n=	Percent
Decreased	57	8%	Decrease	47	7%
Remained the same	266	38%	Remain the same	260	37%
Increased less than 1%	82	12%	Increase less than 1%	76	11%
Increased 1% to 2.9%	126	18%	Increase 1% to 2.9%	129	18%
Increased 3% to 3.9%	45	6%	Increase 3% to 3.9%	51	7%
Increased 4% to 4.9%	18	3%	Increase 4% to 4.9%	23	3%
Increased 5% to 6.9%	37	5%	Increase 5% to 6.9%	53	8%
Increased 7% to 9.9%	25	4%	Increase 7% to 9.9%	15	2%
Increased 10% to 14.9%	24	3%	Increase 10% to 14.9%	27	4%
Increased 15% to 19.9%	5	1%	Increase 15% to 19.9%	5	1%
Increased 20% to 24.9%	8	1%	Increase 20% to 24.9%	6	1%
Increased 25% to 29.9%	1	*	Increase 25% to 29.9%	3	*
Increased 30% or greater	5	1%	Increase 30% or greater	4	1%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	34	5%	7,000,000	8,700,000	12,000,000	9,360,397
Portfolio Manager	21	3%	7,900,000	9,000,000	12,500,000	10,718,095
Program Manager	84	12%	6,500,000	8,300,000	10,505,562	8,846,230
Project Manager III	76	11%	6,484,000	7,800,000	9,000,000	8,029,283
Project Manager II	152	22%	6,000,000	7,000,000	8,500,000	7,430,558
Project Manager I	182	26%	5,500,000	6,291,000	7,500,000	6,600,808
Project Management Specialist	104	15%	6,000,000	7,000,000	8,000,000	7,131,823
Project Management Consultant	46	7%	6,000,000	7,800,000	9,000,000	7,736,087

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	2	*	--	--	--	--
3 < 5 years	6	1%	--	--	--	--
5 < 10 years	42	6%	5,000,000	5,590,000	7,000,000	5,902,832
10 < 15 years	125	18%	5,600,000	6,500,000	8,000,000	7,021,419
15 < 20 years	159	23%	6,000,000	7,000,000	8,000,000	7,396,023
20 years or more	365	52%	6,400,000	7,900,000	9,250,000	8,112,438

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	330	54%	6,000,000	7,000,000	8,300,000	7,375,863
1 to 5 years	212	34%	6,000,000	7,500,000	9,000,000	7,972,763
6 years or more	74	12%	6,500,000	8,000,000	9,000,000	8,074,770
Extreme Project Management						
None	358	59%	6,000,000	7,000,000	8,800,000	7,542,770
1 to 5 years	148	24%	6,000,000	7,000,000	8,250,000	7,382,700
6 years or more	103	17%	6,720,000	8,000,000	10,000,000	8,438,518
Process-Based Project Management						
None	175	29%	6,000,000	7,200,000	8,727,641	7,629,633
1 to 5 years	209	34%	5,506,013	6,919,790	8,000,000	7,162,078
6 years or more	230	37%	6,000,000	7,500,000	9,600,000	8,079,316
Event Chain Project Management						
None	389	64%	6,000,000	7,000,000	8,800,000	7,616,806
1 to 5 years	134	22%	6,000,000	7,000,000	8,500,000	7,370,579
6 years or more	84	14%	6,610,000	8,000,000	9,000,000	8,133,374
Project Portfolio Management						
None	327	53%	5,851,500	7,000,000	8,000,000	7,214,270
1 to 5 years	180	29%	6,000,000	7,000,000	9,000,000	7,682,870
6 years or more	108	18%	7,000,000	8,000,000	10,000,000	8,895,833
Program Management						
None	235	38%	5,600,000	6,900,000	8,000,000	7,041,111
1 to 5 years	201	32%	6,000,000	7,200,000	9,000,000	7,720,871
6 years or more	183	30%	6,353,000	8,000,000	10,000,000	8,344,135
Earned Value Management						
None	193	32%	5,800,000	6,900,000	8,300,000	7,255,944
1 to 5 years	234	38%	6,000,000	7,000,000	8,400,000	7,383,953
6 years or more	185	30%	6,840,000	8,000,000	9,600,000	8,360,008
Lean Project Management						
None	327	54%	6,000,000	7,000,000	8,830,000	7,627,730
1 to 5 years	166	28%	6,000,000	7,000,000	8,500,000	7,409,658
6 years or more	110	18%	6,000,000	7,750,000	9,000,000	7,886,198
Critical Chain Project Management						
None	272	45%	6,000,000	7,200,000	9,000,000	7,664,722
1 to 5 years	184	30%	5,825,750	7,000,000	8,500,000	7,416,846
6 years or more	155	25%	6,400,000	7,700,000	9,000,000	7,933,346
Waterfall Project Management						
None	92	15%	6,000,000	7,000,000	8,000,000	7,249,083
1 to 5 years	140	23%	5,500,000	6,325,000	7,500,000	6,813,326
6 years or more	386	62%	6,250,000	7,500,000	9,380,000	8,041,766
Risk Management						
None	58	9%	5,500,000	6,390,000	7,680,000	6,844,552
1 to 5 years	241	39%	5,700,000	6,900,000	8,000,000	7,148,876

6 years or more	323	52%	6,500,000	8,000,000	9,500,000	8,154,395
Change Management						
None	102	16%	5,500,000	6,500,000	7,900,000	6,987,658
1 to 5 years	211	34%	5,700,000	7,000,000	8,000,000	7,178,764
6 years or more	306	49%	6,500,000	8,000,000	9,500,000	8,192,394
Resource Management						
None	81	13%	5,800,000	7,000,000	8,400,000	7,204,068
1 to 5 years	214	35%	5,500,000	6,500,000	8,000,000	6,890,194
6 years or more	320	52%	6,500,000	7,800,000	9,500,000	8,209,693

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	6	1%	--	--	--	--
3 < 5 years	45	6%	5,000,000	6,000,000	7,600,000	6,587,598
5 < 10 years	186	27%	5,500,000	6,300,000	7,500,000	6,580,836
10 < 15 years	225	32%	6,100,000	7,400,000	8,910,000	7,838,748
15 < 20 years	136	19%	7,000,000	8,000,000	9,875,000	8,333,504
20 years or more	101	14%	6,500,000	8,000,000	10,000,000	8,613,412

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	28	4%	5,402,000	6,670,000	8,200,000	6,884,405
Some college or Associate's degree	42	6%	6,000,000	6,859,895	8,500,000	7,272,917
4-year college degree	437	63%	6,000,000	7,129,206	9,000,000	7,684,652
Master's degree	183	26%	6,000,000	7,000,000	8,800,000	7,615,763
Doctoral degree	9	1%	--	--	--	--

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th ¹ Percentile	Median	75th Percentile	Mean
Have a degree in PM	36	5%	6,250,000	8,000,000	9,500,000	8,206,389
No degree in PM	654	95%	6,000,000	7,000,000	8,830,000	7,589,727

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	654	94%	6,000,000	7,000,000	9,000,000	7,664,065
PMP for less than 1 year	19	3%	5,603,016	7,000,000	8,000,000	7,159,896
PMP for 1 < 5 years	255	40%	5,500,000	6,502,729	8,000,000	7,039,939
PMP for 5 < 10 years	214	33%	6,000,000	7,000,000	9,000,000	7,724,215
PMP for 10 < 20 years	154	24%	7,000,000	8,000,000	10,000,000	8,704,302
PMP for 20+ years	3	*	--	--	--	--
Do not have a PMP Certification	45	6%	5,437,098	6,500,000	8,000,000	6,948,997

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	279	43%	6,000,000	7,000,000	8,500,000	7,376,516
5 to 9 days	179	28%	6,300,000	7,500,000	8,900,000	7,657,807
10 days or more	189	29%	6,000,000	7,200,000	9,356,506	7,958,949

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	645	93%	6,000,000	7,000,000	9,000,000	7,660,247
Female	45	7%	6,000,000	6,800,000	7,800,000	7,003,207

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	39	6%	6,000,000	8,000,000	10,000,000	8,018,179
Consulting	56	8%	7,000,000	9,000,000	11,750,000	9,488,929
Customer Service/Public Relations	3	*	--	--	--	--
Engineering	103	15%	5,600,000	7,000,000	8,000,000	6,774,148
Finance	20	3%	6,725,000	7,600,000	8,500,000	8,077,500
Human Resources	5	1%	--	--	--	--
Information Technology/Information Systems	279	40%	6,000,000	7,000,000	8,300,000	7,362,405
Operations/Manufacturing	5	1%	--	--	--	--
Project Management Department or PMO	115	16%	6,000,000	7,500,000	9,000,000	7,895,886
Quality Management	15	2%	6,500,000	7,000,000	9,000,000	7,885,684
Research and Development	17	2%	6,000,000	7,000,000	8,600,000	7,396,871
Sales/Marketing	25	4%	6,000,000	7,000,000	8,500,000	7,208,494
Supply Chain Management/Logistics	4	1%	--	--	--	--
Training/Education	6	1%	--	--	--	--
Other	7	1%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	7	1%	--	--	--	--
Business services	15	2%	6,000,000	7,800,000	8,500,000	7,830,000
Construction	11	2%	5,500,000	7,000,000	8,200,000	7,063,636
Consulting	33	5%	7,500,000	9,500,000	12,000,000	10,383,379
Engineering	100	14%	5,601,508	6,920,000	8,000,000	6,929,690
Financial services	38	5%	6,600,000	8,000,000	10,000,000	8,328,947
Food and beverage	1	*	--	--	--	--
Government	10	1%	6,900,000	7,696,000	10,011,123	8,487,112
Healthcare	9	1%	--	--	--	--
Information technology	357	51%	6,000,000	7,000,000	8,500,000	7,253,376
Insurance	18	3%	7,000,000	8,625,000	11,000,000	9,077,778
Legal	--	*	--	--	--	--
Manufacturing	43	6%	6,500,000	7,500,000	9,000,000	7,926,919
Pharmaceuticals	9	1%	--	--	--	--
Real Estate	1	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	1	*	--	--	--	--
Telecommunications	36	5%	6,000,000	7,108,873	8,500,000	7,649,863
Training/Education	3	*	--	--	--	--
Utility	--	*	--	--	--	--
Other	7	1%	--	--	--	--

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	80	12%	6,484,000	8,500,000	10,125,000	8,879,280
Construction	45	7%	6,000,000	7,400,000	8,800,000	7,974,469
Engineering	142	21%	6,000,000	7,000,000	8,300,000	7,432,146
Information Technology	478	69%	6,000,000	7,000,000	9,000,000	7,643,829
Manufacturing	34	5%	6,000,000	7,000,000	8,040,000	7,198,762
Operations	58	8%	6,300,000	8,000,000	10,000,000	8,533,740
Quality Management	68	10%	6,000,000	7,000,000	9,000,000	7,657,954
Regulatory Compliance	14	2%	7,500,000	9,500,000	12,200,000	9,807,143
Research and Development	49	7%	6,300,000	8,000,000	9,000,000	8,010,390
Supply Chain						
Management/Logistics	24	3%	6,500,000	7,350,000	10,000,000	8,408,750
Other	16	2%	6,400,000	8,550,000	10,000,000	8,598,583

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	20	3%	6,000,000	7,000,000	9,827,000	8,224,700
100 to 299	31	4%	6,000,000	6,900,000	8,000,000	7,049,329
300 to 999	86	12%	5,500,000	7,000,000	8,700,000	7,369,874
1,000 to 2,499	113	16%	6,000,000	7,000,000	8,500,000	7,225,412
2,500 to 4,999	64	9%	5,647,140	7,000,000	8,020,000	7,120,395
5,000 to 9,999	82	12%	6,000,000	7,000,000	8,200,000	7,621,604
10,000 or more	303	43%	6,000,000	7,572,000	9,000,000	7,957,172

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	72	14%	5,240,000	6,000,000	7,750,000	6,857,628
5-9 people	140	26%	5,500,000	6,650,000	8,565,000	7,240,619
10-14 people	115	22%	6,000,000	7,000,000	8,900,000	7,517,905
15-19 people	34	6%	6,000,000	7,000,000	8,000,000	7,209,469
20 or more people	172	32%	6,550,000	8,000,000	9,508,950	8,382,569

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	67	11%	5,500,000	6,468,000	8,000,000	6,837,758
\$100,000 to \$499,999	140	24%	5,700,000	6,500,000	7,500,000	6,853,628
\$500,000 to \$999,999	111	19%	5,800,000	7,000,000	8,500,000	7,308,894
\$1 million to \$10 million	208	35%	6,500,000	8,000,000	9,500,000	8,204,699
More than \$10 million	63	11%	7,000,000	8,000,000	10,011,123	8,996,642

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	247	38%
Yes - Informal	221	34%
No	124	19%
Don't Know	65	10%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	186	41%
Yes - Informal	211	46%
No	37	8%
Don't Know	24	5%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	283	44%
Yes - Informal	197	31%
No	121	19%
Don't Know	41	6%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	46	8%	46	8%	509	85%
Director of Project Management Office (PMO)	1	4%	3	11%	25	89%
Portfolio Manager	3	14%	6	29%	13	62%
Program Manager	6	8%	10	14%	58	78%
Project Manager III	5	8%	6	9%	55	83%
Project Manager II	10	8%	9	7%	109	87%
Project Manager I	12	8%	5	3%	141	90%
Project Management Specialist	6	7%	5	6%	71	87%
Project Management Consultant	3	7%	2	5%	37	88%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	23%	260	39%	69	10%
Director of Project Management Office (PMO)	5	16%	15	48%	1	3%
Portfolio Manager	5	24%	13	62%	--	*
Program Manager	17	21%	43	53%	9	11%
Project Manager III	17	23%	32	44%	7	10%
Project Manager II	36	25%	47	33%	14	10%
Project Manager I	47	27%	64	37%	21	12%
Project Management Specialist	21	22%	26	27%	10	10%
Project Management Consultant	5	11%	20	45%	7	16%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	623	18.9	582	26.9
Director of Project Management Office (PMO)	27	17.3	23	22.0
Portfolio Manager	20	16.9	20	26.6
Program Manager	77	18.5	72	28.8
Project Manager III	70	18.4	65	27.7
Project Manager II	139	18.8	125	28.5
Project Manager I	158	20.8	152	27.9
Project Management Specialist	91	17.8	86	22.7
Project Management Consultant	41	17.8	39	26.2

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	279	44%	312	49%	53	8%
Director of Project Management Office (PMO)	9	31%	11	38%	3	10%
Portfolio Manager	10	48%	7	33%	1	5%
Program Manager	39	49%	43	54%	5	6%
Project Manager III	34	47%	36	50%	4	6%
Project Manager II	63	46%	68	50%	15	11%
Project Manager I	74	46%	82	51%	10	6%
Project Management Specialist	40	44%	43	48%	9	10%
Project Management Consultant	10	23%	22	50%	6	14%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	655	39.7	651	48.3
Director of Project Management Office (PMO)	29	39.3	29	46.2
Portfolio Manager	21	39.2	21	48.0
Program Manager	81	39.1	81	48.6
Project Manager III	73	39.8	73	49.6
Project Manager II	144	39.9	142	49.1
Project Manager I	167	40.0	166	48.4
Project Management Specialist	97	39.3	96	47.6
Project Management Consultant	43	40.0	43	45.6

Annualized Salary by Position Description - Self-Employed Only

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	5	8%	--	--	--	--
Portfolio Manager	4	7%	--	--	--	--
Program Manager	7	11%	--	--	--	--
Project Manager III	7	11%	--	--	--	--
Project Manager II	11	18%	5,700,000	6,500,000	8,000,000	7,004,545
Project Manager I	12	20%	5,750,000	6,950,000	8,705,000	7,018,236
Project Management Specialist	12	20%	6,500,000	7,750,000	8,600,000	8,066,667
Project Management Consultant	3	5%	--	--	--	--

Annualized Salary by Position Description - Excluding Self-Employed

Position	n	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	29	5%	7,000,000	8,100,000	12,000,000	9,398,397
Portfolio Manager	17	3%	8,000,000	10,000,000	12,500,000	10,916,471
Program Manager	77	12%	6,500,000	8,200,000	10,000,000	8,662,900
Project Manager III	69	11%	6,500,000	8,000,000	9,000,000	8,139,500
Project Manager II	141	22%	6,100,000	7,129,206	8,500,000	7,463,793
Project Manager I	170	27%	5,500,000	6,235,000	7,500,000	6,571,342
Project Management Specialist	92	14%	5,800,000	7,000,000	8,000,000	7,009,887
Project Management Consultant	43	7%	6,000,000	7,600,000	9,000,000	7,647,907

Malaysia

Detailed Findings – All Respondents



Total Compensation (in Malaysian Ringgit)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	440	100,000	133,000	189,800	150,062
Total Compensation	440	114,700	150,000	216,500	174,734

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months	n=	Percent	Next 12 Months	n=	Percent
Decreased	9	2%	Decrease	6	1%
Remained the same	141	32%	Remain the same	79	18%
Increased less than 1%	11	3%	Increase less than 1%	7	2%
Increased 1% to 2.9%	44	10%	Increase 1% to 2.9%	50	11%
Increased 3% to 3.9%	53	12%	Increase 3% to 3.9%	48	11%
Increased 4% to 4.9%	45	10%	Increase 4% to 4.9%	44	10%
Increased 5% to 6.9%	55	13%	Increase 5% to 6.9%	74	17%
Increased 7% to 9.9%	32	7%	Increase 7% to 9.9%	24	5%
Increased 10% to 14.9%	26	6%	Increase 10% to 14.9%	62	14%
Increased 15% to 19.9%	10	2%	Increase 15% to 19.9%	11	3%
Increased 20% to 24.9%	6	1%	Increase 20% to 24.9%	12	3%
Increased 25% to 29.9%	3	1%	Increase 25% to 29.9%	3	1%
Increased 30% or greater	4	1%	Increase 30% or greater	19	4%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	20	5%	138,000	214,980	322,080	226,506
Portfolio Manager	22	5%	115,000	175,000	247,000	200,653
Program Manager	74	17%	118,944	160,400	202,000	171,870
Project Manager III	106	24%	120,000	144,000	192,000	155,635
Project Manager II	89	20%	100,000	144,000	186,000	148,181
Project Manager I	72	16%	88,200	110,222	139,234	114,614
Project Management Specialist	33	8%	72,000	100,000	120,000	105,980
Project Management Consultant	24	5%	80,300	105,500	147,000	122,058

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	4	1%	--	--	--	--
3 < 5 years	4	1%	--	--	--	--
5 < 10 years	56	13%	70,000	88,800	115,770	103,421
10 < 15 years	134	30%	93,000	118,200	156,000	130,687
15 < 20 years	118	27%	118,200	152,700	197,834	162,761
20 years or more	124	28%	130,260	163,500	225,000	183,079

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	160	40%	99,000	144,800	200,000	154,843
1 to 5 years	183	46%	96,000	126,000	180,000	146,265
6 years or more	53	13%	108,000	140,000	190,000	157,717
Extreme Project Management						
None	245	62%	98,400	130,000	180,000	145,674
1 to 5 years	102	26%	96,600	125,500	183,070	145,952
6 years or more	47	12%	120,000	160,000	240,000	188,089
Process-Based Project Management						
None	81	20%	97,000	133,200	195,000	153,596
1 to 5 years	169	42%	90,000	120,000	160,800	135,760
6 years or more	151	38%	120,000	150,000	200,000	166,783
Event Chain Project Management						
None	249	63%	100,000	136,000	188,500	150,043
1 to 5 years	95	24%	96,000	122,400	168,000	138,845
6 years or more	49	12%	120,000	170,000	240,000	186,339
Project Portfolio Management						
None	172	43%	96,500	126,600	178,185	139,490
1 to 5 years	154	38%	98,800	132,500	190,000	148,095
6 years or more	76	19%	119,472	158,000	240,000	182,024
Program Management						
None	115	28%	96,000	120,000	168,000	129,306
1 to 5 years	186	45%	105,000	142,500	190,000	152,578
6 years or more	109	27%	120,000	156,000	234,206	177,860
Earned Value Management						
None	152	38%	96,000	131,000	176,154	140,973
1 to 5 years	170	43%	97,000	128,000	190,000	149,105
6 years or more	78	20%	120,000	155,500	205,500	173,427
Lean Project Management						
None	191	48%	99,600	135,600	192,000	148,701
1 to 5 years	133	33%	96,000	120,000	180,000	143,626
6 years or more	76	19%	119,000	149,500	200,000	171,070
Critical Chain Project Management						
None	183	47%	99,600	136,000	189,600	147,694
1 to 5 years	133	34%	96,000	122,000	165,000	134,950
6 years or more	75	19%	120,000	168,000	240,000	185,802
Waterfall Project Management						
None	124	31%	96,000	126,500	189,050	145,368
1 to 5 years	130	33%	90,000	120,000	168,000	132,959
6 years or more	146	37%	120,000	160,000	200,400	173,424
Risk Management						
None	42	10%	93,000	120,000	188,500	136,382
1 to 5 years	211	52%	96,000	120,000	180,000	139,396

6 years or more	155	38%	120,000	149,280	200,400	171,031
Change Management						
None	51	12%	96,000	114,000	168,000	128,530
1 to 5 years	197	48%	96,000	125,000	180,000	141,468
6 years or more	163	40%	120,000	150,000	201,960	170,473
Resource Management						
None	32	8%	78,150	101,000	138,000	113,547
1 to 5 years	201	49%	96,000	120,000	172,812	140,222
6 years or more	177	43%	120,000	153,000	200,000	169,880

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	12	3%	66,000	97,800	150,000	130,384
3 < 5 years	52	12%	85,800	104,000	137,400	120,780
5 < 10 years	177	40%	96,000	120,000	160,000	131,150
10 < 15 years	123	28%	120,000	152,000	195,000	162,089
15 < 20 years	48	11%	130,380	162,500	234,702	183,582
20 years or more	28	6%	162,918	225,000	273,000	222,130

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	11	3%	90,000	118,000	149,280	122,608
Some college or Associate's degree	21	5%	116,000	126,000	150,000	134,848
4-year college degree	254	58%	97,200	131,000	180,000	144,252
Master's degree	139	32%	100,000	144,000	200,000	158,880
Doctoral degree	15	3%	120,000	213,000	315,000	208,173

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	61	14%	107,868	144,000	200,000	165,387
No degree in PM	377	86%	99,600	132,000	180,000	147,583

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	324	74%	110,000	144,000	192,000	157,585
PMP for less than 1 year	3	1%	--	--	--	--
PMP for 1 < 5 years	205	64%	100,000	127,200	179,870	143,689
PMP for 5 < 10 years	84	26%	133,800	166,500	200,000	175,862
PMP for 10 < 20 years	28	9%	149,640	200,000	248,500	210,288
PMP for 20+ years	1	*	--	--	--	--
Do not have a PMP Certification	116	26%	86,300	111,400	150,000	129,049

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	175	41%	110,000	144,000	195,000	153,884
5 to 9 days	152	35%	96,000	124,000	180,000	145,741
10 days or more	103	24%	93,000	135,600	192,000	155,114

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	319	74%	102,000	135,600	192,000	152,462
Female	112	26%	96,000	131,000	178,250	144,028

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	10	2%	110,000	172,000	274,032	195,239
Consulting	26	6%	100,000	162,000	277,800	182,971
Customer Service/Public Relations	3	1%	--	--	--	--
Engineering	32	7%	75,840	101,000	148,200	128,994
Finance	9	2%	--	--	--	--
Human Resources	2	*	--	--	--	--
Information Technology/Information Systems	104	24%	111,160	132,500	180,000	149,019
Operations/Manufacturing	14	3%	108,000	120,000	130,000	140,386
Project Management Department or PMO	195	44%	100,000	144,000	192,000	148,857
Quality Management	4	1%	--	--	--	--
Research and Development	13	3%	113,000	156,000	180,000	158,678
Sales/Marketing	12	3%	95,000	143,000	234,167	156,945
Supply Chain Management/Logistics	3	1%	--	--	--	--
Training/Education	2	*	--	--	--	--
Other	11	3%	92,400	126,000	170,000	138,433

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	1	*	--	--	--	--
Business services	4	1%	--	--	--	--
Construction	35	8%	90,000	137,760	198,000	148,976
Consulting	21	5%	103,000	138,000	200,000	159,590
Engineering	43	10%	102,000	132,000	188,500	147,735
Financial services	30	7%	112,443	153,000	210,000	165,651
Food and beverage	2	*	--	--	--	--
Government	10	2%	100,000	120,000	200,000	153,560
Healthcare	2	*	--	--	--	--
Information technology	125	28%	103,000	132,000	180,000	148,927
Insurance	3	1%	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	42	10%	90,000	103,000	146,000	124,646
Pharmaceuticals	3	1%	--	--	--	--
Real Estate	3	1%	--	--	--	--
Resources (Agriculture, Mining, etc.)	29	7%	120,000	144,000	179,870	148,079
Telecommunications	42	10%	110,000	130,500	188,000	152,244
Training/Education	4	1%	--	--	--	--
Utility	9	2%	--	--	--	--
Other	32	7%	110,400	159,000	223,276	164,647

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	89	20%	122,000	160,000	200,000	168,329
Construction	83	19%	97,000	132,000	200,000	152,216
Engineering	104	24%	91,200	132,500	206,468	157,349
Information Technology	226	52%	110,000	143,386	192,000	153,831
Manufacturing	38	9%	90,000	116,500	200,000	145,814
Operations	82	19%	97,000	120,000	192,000	147,914
Quality Management	30	7%	90,000	170,000	234,000	173,698
Regulatory Compliance	38	9%	108,000	144,600	200,000	163,550
Research and Development	38	9%	90,000	132,500	190,000	145,487
Supply Chain						
Management/Logistics	28	6%	99,400	143,000	181,000	149,408
Other	24	6%	132,500	180,000	223,276	179,781

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	47	11%	90,000	132,000	170,000	134,312
100 to 299	37	8%	96,000	128,000	180,000	148,561
300 to 999	50	11%	96,000	120,000	153,000	137,061
1,000 to 2,499	46	10%	99,600	147,160	204,240	166,065
2,500 to 4,999	35	8%	83,181	120,000	192,000	130,091
5,000 to 9,999	59	13%	96,000	125,000	174,000	139,401
10,000 or more	165	38%	110,000	150,000	200,000	162,456

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	39	11%	78,000	97,680	158,000	122,410
5-9 people	124	34%	104,500	134,300	187,800	149,465
10-14 people	103	28%	112,800	148,320	188,000	156,985
15-19 people	20	5%	101,150	115,800	167,500	133,511
20 or more people	79	22%	118,944	156,000	220,000	178,787

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	50	13%	81,900	100,000	130,000	110,448
\$100,000 to \$499,999	109	27%	97,680	120,000	160,000	138,108
\$500,000 to \$999,999	53	13%	115,000	145,000	180,000	159,681
\$1 million to \$10 million	122	31%	110,000	150,000	200,000	158,776
More than \$10 million	63	16%	108,000	170,000	234,000	181,085

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	90	21%
Yes - Informal	243	56%
No	80	18%
Don't Know	23	5%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	71	22%
Yes - Informal	195	59%
No	39	12%
Don't Know	25	8%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	167	39%
Yes - Informal	158	37%
No	89	21%
Don't Know	17	4%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	31	7%	41	9%	370	85%
Director of Project Management Office (PMO)	3	16%	1	5%	16	84%
Portfolio Manager	3	14%	2	9%	19	86%
Program Manager	7	9%	8	11%	59	80%
Project Manager III	6	6%	11	11%	89	86%
Project Manager II	6	7%	8	9%	75	85%
Project Manager I	2	3%	5	7%	65	92%
Project Management Specialist	3	9%	5	15%	25	76%
Project Management Consultant	1	4%	1	4%	22	92%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	40%	260	60%	171	39%
Director of Project Management Office (PMO)	12	60%	16	80%	8	40%
Portfolio Manager	11	50%	12	55%	11	50%
Program Manager	35	47%	50	68%	37	50%
Project Manager III	42	40%	64	61%	39	37%
Project Manager II	34	39%	56	64%	28	32%
Project Manager I	24	34%	30	43%	21	30%
Project Management Specialist	8	24%	17	52%	15	45%
Project Management Consultant	9	38%	15	63%	12	50%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	416	16.7	380	21.0
Director of Project Management Office (PMO)	18	14.9	15	22.1
Portfolio Manager	22	16.1	21	21.1
Program Manager	72	16.0	70	21.0
Project Manager III	103	17.5	94	21.7
Project Manager II	84	16.7	76	20.9
Project Manager I	64	16.6	56	20.0
Project Management Specialist	31	17.9	27	21.9
Project Management Consultant	22	16.0	21	19.1

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	41	9%	175	41%	16	4%
Director of Project Management Office (PMO)	3	15%	9	45%	--	*
Portfolio Manager	3	14%	8	36%	1	5%
Program Manager	8	11%	29	39%	4	5%
Project Manager III	7	7%	48	47%	3	3%
Project Manager II	6	7%	35	40%	2	2%
Project Manager I	6	9%	25	36%	3	4%
Project Management Specialist	4	12%	13	39%	2	6%
Project Management Consultant	4	17%	8	33%	1	4%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	435	40.2	433	46.7
Director of Project Management Office (PMO)	20	40.6	20	48.6
Portfolio Manager	22	41.5	22	51.0
Program Manager	74	40.2	74	48.0
Project Manager III	105	40.4	105	47.4
Project Manager II	89	39.5	89	44.9
Project Manager I	68	40.3	66	45.0
Project Management Specialist	33	41.2	33	48.8
Project Management Consultant	24	38.7	24	43.8

Annualized Salary by Position Description - Self-Employed Only

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	2	5%	--	--	--	--
Portfolio Manager	2	5%	--	--	--	--
Program Manager	10	23%	141,000	175,000	204,000	187,910
Project Manager III	14	33%	90,000	128,400	188,000	147,629
Project Manager II	5	12%	--	--	--	--
Project Manager I	4	9%	--	--	--	--
Project Management Specialist	--	*	--	--	--	--
Project Management Consultant	6	14%	--	--	--	--

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	18	5%	144,000	214,980	300,000	227,220
Portfolio Manager	20	5%	115,000	175,000	243,500	197,718
Program Manager	64	16%	114,472	158,000	201,000	169,364
Project Manager III	92	23%	120,000	149,160	192,000	156,853
Project Manager II	84	21%	104,000	144,000	188,000	148,897
Project Manager I	68	17%	88,200	110,222	139,234	115,662
Project Management Specialist	33	8%	72,000	100,000	120,000	105,980
Project Management Consultant	18	5%	90,000	123,000	150,000	131,499

Mexico

Detailed Findings – All Respondents



Total Compensation (in Mexican Pesos)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	568	480,000	663,323	950,000	742,962
Total Compensation	568	520,000	748,000	1,089,000	849,135

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months	n=	Percent	Next 12 Months	n=	Percent
Decreased	10	2%	Decrease	4	1%
Remained the same	162	29%	Remain the same	87	15%
Increased less than 1%	14	2%	Increase less than 1%	10	2%
Increased 1% to 2.9%	61	11%	Increase 1% to 2.9%	56	10%
Increased 3% to 3.9%	74	13%	Increase 3% to 3.9%	75	13%
Increased 4% to 4.9%	70	12%	Increase 4% to 4.9%	61	11%
Increased 5% to 6.9%	50	9%	Increase 5% to 6.9%	91	16%
Increased 7% to 9.9%	29	5%	Increase 7% to 9.9%	40	7%
Increased 10% to 14.9%	41	7%	Increase 10% to 14.9%	64	11%
Increased 15% to 19.9%	12	2%	Increase 15% to 19.9%	31	5%
Increased 20% to 24.9%	14	2%	Increase 20% to 24.9%	15	3%
Increased 25% to 29.9%	7	1%	Increase 25% to 29.9%	12	2%
Increased 30% or greater	24	4%	Increase 30% or greater	22	4%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project						
Management Office (PMO)	67	12%	600,000	1,000,000	1,300,000	988,808
Portfolio Manager	51	9%	550,000	800,879	1,100,000	875,337
Program Manager	123	22%	540,000	780,000	1,011,731	819,105
Project Manager III	132	23%	500,000	650,000	900,450	726,643
Project Manager II	89	16%	480,000	600,000	754,000	642,485
Project Manager I	49	9%	344,000	486,000	600,000	500,933
Project Management Specialist	22	4%	364,000	427,000	700,000	564,635
Project Management Consultant	35	6%	384,000	529,023	720,000	579,840

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	3	1%	--	--	--	--
3 < 5 years	10	2%	264,000	333,000	364,000	350,102
5 < 10 years	76	13%	363,984	467,994	638,000	509,513
10 < 15 years	148	26%	453,000	619,479	803,600	674,302
15 < 20 years	135	24%	513,000	726,000	960,000	773,948
20 years or more	196	35%	550,000	807,474	1,151,000	889,988

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	186	33%	440,000	667,573	968,775	724,558
1 to 5 years	280	50%	459,000	639,000	878,000	717,318
6 years or more	90	16%	540,000	790,000	1,152,000	877,696
Extreme Project Management						
None	341	62%	450,000	643,750	912,408	731,320
1 to 5 years	123	22%	492,000	676,452	907,000	734,257
6 years or more	85	15%	549,088	780,000	1,100,000	823,431
Process-Based Project Management						
None	104	19%	426,000	646,473	900,000	727,417
1 to 5 years	193	35%	400,000	540,000	754,000	625,052
6 years or more	260	47%	540,665	780,000	1,090,000	840,226
Event Chain Project Management						
None	303	55%	480,000	676,452	900,000	739,687
1 to 5 years	150	27%	433,000	549,544	840,000	673,390
6 years or more	93	17%	600,000	800,000	1,124,188	877,770
Project Portfolio Management						
None	163	29%	408,297	528,000	770,000	616,466
1 to 5 years	238	43%	480,000	648,000	840,000	696,873
6 years or more	152	27%	600,000	895,000	1,200,000	959,358
Program Management						
None	109	20%	374,000	486,000	720,000	572,591
1 to 5 years	225	40%	450,000	612,000	825,000	679,150
6 years or more	223	40%	552,000	800,000	1,152,000	890,853
Earned Value Management						
None	133	24%	408,297	546,000	876,000	683,158
1 to 5 years	254	46%	456,000	600,000	826,408	670,079
6 years or more	164	30%	600,000	800,000	1,154,141	896,602
Lean Project Management						
None	250	45%	480,000	647,473	900,000	733,994
1 to 5 years	201	36%	450,000	648,000	890,000	712,477
6 years or more	102	18%	530,022	723,000	1,080,000	824,075
Critical Chain Project Management						
None	189	35%	456,000	638,000	910,000	743,512
1 to 5 years	205	37%	450,000	600,000	800,000	664,494
6 years or more	153	28%	540,000	780,000	1,130,000	849,766
Waterfall Project Management						
None	161	29%	400,000	600,000	890,417	692,244
1 to 5 years	150	27%	438,480	543,665	780,000	655,022
6 years or more	240	44%	540,000	757,000	1,032,000	831,323
Risk Management						
None	66	12%	354,000	495,000	800,000	612,562
1 to 5 years	243	44%	440,496	600,000	820,000	667,832

6 years or more	247	44%	546,000	780,000	1,100,000	854,791
Change Management						
None	60	11%	378,000	500,000	663,486	595,932
1 to 5 years	245	44%	432,000	600,000	800,000	652,829
6 years or more	248	45%	540,665	804,040	1,102,500	870,738
Resource Management						
None	57	10%	396,000	500,000	830,000	626,184
1 to 5 years	221	40%	400,000	540,000	780,000	639,434
6 years or more	278	50%	550,000	772,802	1,100,000	851,590

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	18	3%	300,000	333,000	480,000	406,368
3 < 5 years	44	8%	354,000	447,000	543,000	473,730
5 < 10 years	226	40%	456,000	600,000	800,000	661,116
10 < 15 years	149	26%	521,000	700,000	1,000,000	800,660
15 < 20 years	83	15%	600,000	950,000	1,152,000	930,991
20 years or more	48	8%	697,580	1,003,653	1,305,500	997,100

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	16	3%	480,000	625,000	850,000	726,080
Some college or Associate's degree	13	2%	375,000	500,000	521,000	578,615
4-year college degree	247	43%	450,000	600,000	840,000	688,271
Master's degree	278	49%	500,000	730,490	1,020,000	795,576
Doctoral degree	14	2%	500,000	700,000	1,170,000	835,000

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	195	34%	473,000	636,000	950,000	733,381
No degree in PM	373	66%	480,000	676,452	950,000	747,971

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	458	81%	500,000	700,000	980,000	776,692
PMP for less than 1 year	7	2%	--	--	--	--
PMP for 1 < 5 years	218	48%	480,000	600,000	800,000	673,503
PMP for 5 < 10 years	165	37%	600,000	768,000	1,040,000	845,768
PMP for 10 < 20 years	62	14%	696,000	1,066,500	1,200,000	998,071
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP Certification	110	19%	360,000	491,000	770,000	602,523

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	172	30%	480,000	600,000	885,209	710,894
5 to 9 days	149	26%	480,000	660,000	1,000,000	762,391
10 days or more	244	43%	480,000	697,580	912,304	751,854

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	430	78%	480,000	699,155	980,000	763,678
Female	119	22%	447,000	590,400	820,000	655,170

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	79	14%	433,000	640,000	1,080,000	753,800
Consulting	60	11%	540,000	800,000	1,062,000	850,350
Customer Service/Public Relations	3	1%	--	--	--	--
Engineering	31	5%	456,000	650,000	890,000	705,648
Finance	12	2%	402,000	552,600	838,608	629,699
Human Resources	3	1%	--	--	--	--
Information Technology/Information Systems	129	23%	492,000	680,183	880,000	725,752
Operations/Manufacturing	19	3%	500,000	709,814	1,200,000	838,353
Project Management Department or PMO	186	33%	480,000	622,000	840,000	707,076
Quality Management	2	*	--	--	--	--
Research and Development	8	1%	--	--	--	--
Sales/Marketing	16	3%	629,500	1,064,617	1,254,793	1,001,596
Supply Chain Management/Logistics	9	2%	--	--	--	--
Training/Education	--	*	--	--	--	--
Other	11	2%	395,000	700,000	910,000	756,667

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	5	1%	--	--	--	--
Business services	6	1%	--	--	--	--
Construction	32	6%	490,000	710,000	1,158,000	828,210
Consulting	68	12%	537,960	800,000	1,108,723	855,377
Engineering	37	7%	505,000	650,000	987,000	738,732
Financial services	45	8%	523,000	740,000	1,020,000	838,344
Food and beverage	19	3%	460,000	600,000	1,000,000	832,152
Government	14	2%	552,000	688,226	1,000,000	762,560
Healthcare	8	1%	--	--	--	--
Information technology	183	32%	480,000	565,200	826,408	671,198
Insurance	18	3%	661,500	740,000	1,219,585	933,195
Legal	--	*	--	--	--	--
Manufacturing	30	5%	528,000	707,000	912,408	744,711
Pharmaceuticals	6	1%	--	--	--	--
Real Estate	--	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	11	2%	360,000	840,000	1,124,188	760,563
Telecommunications	46	8%	444,000	749,000	900,900	739,627
Training/Education	2	*	--	--	--	--
Utility	--	*	--	--	--	--
Other	38	7%	375,000	514,000	720,000	567,589

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	174	31%	540,000	770,000	1,044,000	834,202
Construction	76	13%	480,000	735,000	1,200,000	843,315
Engineering	117	21%	500,000	680,027	987,305	752,151
Information Technology	358	63%	500,000	666,750	890,000	738,223
Manufacturing	41	7%	460,000	698,309	890,000	740,317
Operations	119	21%	480,000	708,000	1,020,000	778,945
Quality Management	46	8%	433,000	657,573	987,305	779,115
Regulatory Compliance	61	11%	513,000	730,000	1,020,000	831,918
Research and Development	30	5%	480,000	596,408	907,000	712,476
Supply Chain						
Management/Logistics	60	11%	453,000	601,096	870,000	740,831
Other	51	9%	500,000	700,000	954,000	750,430

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	53	9%	430,000	600,000	1,000,000	721,315
100 to 299	57	10%	400,000	585,000	800,000	631,644
300 to 999	75	13%	456,000	529,780	840,000	668,051
1,000 to 2,499	51	9%	456,000	600,000	800,000	693,163
2,500 to 4,999	71	13%	480,000	720,000	960,000	762,350
5,000 to 9,999	35	6%	500,000	700,000	980,000	754,656
10,000 or more	226	40%	529,023	727,490	1,000,000	804,310

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	64	13%	476,250	615,500	885,000	713,140
5-9 people	165	34%	450,000	603,000	800,879	682,134
10-14 people	103	21%	500,000	640,000	900,900	746,463
15-19 people	54	11%	500,000	592,500	968,775	767,807
20 or more people	105	21%	660,000	860,000	1,100,000	910,103

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	71	13%	401,610	500,000	720,000	597,883
\$100,000 to \$499,999	146	28%	500,000	622,000	850,000	710,938
\$500,000 to \$999,999	103	20%	500,000	709,814	980,000	773,848
\$1 million to \$10 million	145	28%	500,000	768,000	1,036,800	814,971
More than \$10 million	61	12%	585,000	840,000	1,200,000	890,801

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	151	27%
Yes - Informal	231	41%
No	157	28%
Don't Know	27	5%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	115	30%
Yes - Informal	204	54%
No	47	12%
Don't Know	12	3%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	225	40%
Yes - Informal	217	38%
No	112	20%
Don't Know	11	2%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	55	10%	38	7%	473	84%
Director of Project Management Office (PMO)	9	13%	6	9%	54	81%
Portfolio Manager	7	14%	6	12%	37	76%
Program Manager	16	13%	7	6%	102	83%
Project Manager III	9	7%	9	7%	112	87%
Project Manager II	4	5%	7	8%	76	87%
Project Manager I	8	16%	1	2%	40	82%
Project Management Specialist	2	9%	--	*	20	91%
Project Management Consultant	--	*	2	6%	32	94%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	26%	314	55%	415	73%
Director of Project Management Office (PMO)	23	34%	45	67%	50	75%
Portfolio Manager	21	41%	31	61%	37	73%
Program Manager	28	23%	78	64%	95	78%
Project Manager III	38	29%	75	57%	100	76%
Project Manager II	18	20%	46	52%	58	65%
Project Manager I	8	16%	17	35%	39	80%
Project Management Specialist	6	27%	7	32%	17	77%
Project Management Consultant	4	12%	15	44%	19	56%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	550	11.7	508	19.0
Director of Project Management Office (PMO)	65	13.1	61	21.0
Portfolio Manager	50	13.5	49	21.5
Program Manager	119	11.6	110	18.6
Project Manager III	127	11.8	117	19.1
Project Manager II	87	11.3	81	19.1
Project Manager I	47	10.4	44	16.4
Project Management Specialist	22	12.4	19	19.9
Project Management Consultant	33	8.0	27	14.6

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	230	41%	195	35%	64	11%
Director of Project Management Office (PMO)	26	39%	23	35%	11	17%
Portfolio Manager	24	47%	20	39%	8	16%
Program Manager	50	41%	43	35%	12	10%
Project Manager III	58	45%	41	32%	17	13%
Project Manager II	38	43%	34	38%	6	7%
Project Manager I	13	27%	18	37%	8	16%
Project Management Specialist	9	41%	8	36%	1	5%
Project Management Consultant	12	35%	8	24%	1	3%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	565	41.5	565	47.5
Director of Project Management Office (PMO)	67	41.5	66	48.8
Portfolio Manager	51	42.4	51	49.6
Program Manager	123	41.1	122	47.9
Project Manager III	131	41.4	131	47.4
Project Manager II	89	41.8	89	47.6
Project Manager I	48	41.7	49	45.8
Project Management Specialist	21	40.4	22	45.4
Project Management Consultant	35	40.7	35	44.9

Annualized Salary by Position Description - Self-Employed Only

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	12	17%	502,000	805,000	1,140,000	868,301
Portfolio Manager	7	10%	--	--	--	--
Program Manager	12	17%	570,000	686,000	970,000	808,667
Project Manager III	17	25%	480,000	600,000	750,000	671,412
Project Manager II	7	10%	--	--	--	--
Project Manager I	2	3%	--	--	--	--
Project Management Specialist	3	4%	--	--	--	--
Project Management Consultant	9	13%	--	--	--	--

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	55	11%	643,750	1,020,000	1,400,000	1,015,101
Portfolio Manager	44	9%	551,000	838,440	1,199,000	901,785
Program Manager	111	22%	540,000	780,000	1,011,731	820,234
Project Manager III	115	23%	506,024	661,500	900,900	734,808
Project Manager II	82	16%	472,500	597,790	754,000	632,819
Project Manager I	47	9%	338,000	480,000	600,000	497,355
Project Management Specialist	19	4%	360,000	420,000	950,000	565,840
Project Management Consultant	26	5%	384,000	468,000	700,000	560,938

Netherlands

Detailed Findings – All Respondents



Total Compensation (in European Union Euros)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	404	65,000	80,000	99,881	83,665
Total Compensation	404	69,942	87,193	107,300	92,990

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months	n=	Percent	Next 12 Months	n=	Percent
Decreased	9	2%	Decrease	7	2%
Remained the same	94	23%	Remain the same	103	25%
Increased less than 1%	32	8%	Increase less than 1%	37	9%
Increased 1% to 2.9%	144	36%	Increase 1% to 2.9%	151	37%
Increased 3% to 3.9%	50	12%	Increase 3% to 3.9%	45	11%
Increased 4% to 4.9%	21	5%	Increase 4% to 4.9%	19	5%
Increased 5% to 6.9%	17	4%	Increase 5% to 6.9%	18	4%
Increased 7% to 9.9%	16	4%	Increase 7% to 9.9%	10	2%
Increased 10% to 14.9%	16	4%	Increase 10% to 14.9%	9	2%
Increased 15% to 19.9%	2	*	Increase 15% to 19.9%	1	*
Increased 20% to 24.9%	--	*	Increase 20% to 24.9%	1	*
Increased 25% to 29.9%	1	*	Increase 25% to 29.9%	1	*
Increased 30% or greater	2	*	Increase 30% or greater	2	*

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	31	8%	95,000	103,500	120,000	105,341
Portfolio Manager	24	6%	72,932	88,000	109,000	95,230
Program Manager	89	22%	75,000	87,000	106,400	93,788
Project Manager III	125	31%	65,000	78,000	90,000	79,265
Project Manager II	80	20%	60,000	72,000	84,500	72,253
Project Manager I	25	6%	51,000	60,000	80,000	73,431
Project Management Specialist	16	4%	57,500	75,000	91,000	75,249
Project Management Consultant	14	3%	60,000	85,500	100,000	83,882

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	1	*	--	--	--	--
3 < 5 years	7	2%	--	--	--	--
5 < 10 years	36	9%	50,000	55,000	66,500	57,809
10 < 15 years	64	16%	61,250	71,750	82,957	71,980
15 < 20 years	80	20%	65,000	79,500	100,000	81,738
20 years or more	216	53%	75,000	90,000	107,000	93,579

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	121	31%	62,000	76,724	93,000	79,748
1 to 5 years	195	50%	65,000	78,000	97,000	83,079
6 years or more	74	19%	70,000	85,500	107,735	90,923
Extreme Project Management						
None	267	70%	65,000	80,000	97,344	83,245
1 to 5 years	64	17%	66,100	75,000	90,000	79,099
6 years or more	49	13%	65,816	88,000	107,000	92,230
Process-Based Project Management						
None	120	31%	62,963	78,600	99,000	80,768
1 to 5 years	109	28%	60,000	72,000	86,000	76,211
6 years or more	155	40%	70,000	86,000	105,000	91,330
Event Chain Project Management						
None	268	72%	65,000	80,000	99,881	83,533
1 to 5 years	58	16%	68,000	82,000	96,000	83,131
6 years or more	46	12%	65,000	87,500	102,000	86,647
Project Portfolio Management						
None	151	39%	60,000	72,000	90,000	77,097
1 to 5 years	134	35%	66,000	83,750	99,762	85,617
6 years or more	100	26%	72,432	90,000	107,548	92,133
Program Management						
None	96	25%	59,229	70,000	90,000	75,635
1 to 5 years	161	41%	65,000	75,828	90,000	79,025
6 years or more	132	34%	73,932	90,000	110,000	95,027
Earned Value Management						
None	145	38%	60,000	75,828	90,000	78,133
1 to 5 years	120	31%	64,340	75,778	99,000	81,867
6 years or more	117	31%	72,863	87,000	105,000	92,875
Lean Project Management						
None	150	39%	64,000	76,640	90,000	80,361
1 to 5 years	165	42%	65,000	80,000	100,000	83,417
6 years or more	74	19%	65,816	89,500	105,000	90,473
Critical Chain Project Management						
None	166	44%	61,500	77,362	97,000	81,430
1 to 5 years	97	26%	65,000	75,000	90,000	79,044
6 years or more	113	30%	72,000	86,000	107,735	91,155
Waterfall Project Management						
None	87	22%	60,000	75,000	90,000	76,358
1 to 5 years	77	20%	55,033	69,000	82,000	71,574
6 years or more	226	58%	71,500	85,411	104,000	90,846
Risk Management						
None	20	5%	44,500	57,517	66,708	62,979
1 to 5 years	125	32%	58,608	70,000	85,000	72,450

6 years or more	249	63%	72,000	87,000	105,000	90,955
Change Management						
None	39	10%	55,000	68,000	85,000	71,015
1 to 5 years	129	33%	60,000	70,000	90,000	75,119
6 years or more	228	58%	72,000	85,000	105,500	90,934
Resource Management						
None	28	7%	57,500	65,000	82,443	70,615
1 to 5 years	115	30%	58,608	68,000	83,500	72,790
6 years or more	243	63%	72,000	87,000	105,000	90,307

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	13	3%	44,000	52,000	72,000	55,965
3 < 5 years	32	8%	50,500	55,000	65,000	58,475
5 < 10 years	108	27%	60,500	70,000	83,500	73,117
10 < 15 years	107	26%	70,000	85,000	100,000	87,792
15 < 20 years	81	20%	76,000	90,000	105,000	94,244
20 years or more	63	16%	78,500	100,000	115,216	99,649

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	18	4%	72,000	77,500	110,000	87,672
Some college or Associate's degree	8	2%	--	--	--	--
4-year college degree	97	24%	60,000	76,000	90,000	80,200
Master's degree	236	58%	65,000	80,000	100,000	83,815
Doctoral degree	45	11%	72,500	90,000	100,000	89,646

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	35	9%	60,000	80,000	95,277	80,843
No degree in PM	367	91%	65,000	80,000	100,000	84,066

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	337	83%	66,000	80,000	98,000	84,306
PMP for less than 1 year	4	1%	--	--	--	--
PMP for 1 < 5 years	180	55%	64,340	76,640	96,000	81,750
PMP for 5 < 10 years	91	28%	69,000	84,105	100,000	85,834
PMP for 10 < 20 years	53	16%	72,000	82,250	107,735	92,284
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP Certification	67	17%	60,000	70,000	100,000	80,444

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	166	41%	65,000	78,250	94,000	82,083
5 to 9 days	144	36%	67,300	85,000	100,000	85,833
10 days or more	94	23%	60,000	75,862	100,000	83,138

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	322	83%	65,816	82,707	100,000	85,602
Female	64	17%	52,749	67,317	84,553	72,614

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	24	6%	61,500	89,500	109,000	88,720
Consulting	25	6%	62,926	85,000	99,762	85,365
Customer Service/Public Relations	5	1%	--	--	--	--
Engineering	16	4%	70,000	87,500	103,000	86,945
Finance	7	2%	--	--	--	--
Human Resources	3	1%	--	--	--	--
Information Technology/Information Systems	76	19%	69,100	80,000	98,000	88,757
Operations/Manufacturing	21	5%	65,000	75,828	85,000	74,819
Project Management Department or PMO	156	39%	62,000	78,000	100,000	80,437
Quality Management	3	1%	--	--	--	--
Research and Development	38	9%	67,033	80,000	95,000	82,634
Sales/Marketing	8	2%	--	--	--	--
Supply Chain Management/Logistics	12	3%	60,500	76,000	86,730	77,288
Training/Education	2	*	--	--	--	--
Other	8	2%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	7	2%	--	--	--	--
Business services	--	*	--	--	--	--
Construction	5	1%	--	--	--	--
Consulting	16	4%	54,200	87,000	94,000	86,838
Engineering	64	16%	67,800	80,000	93,723	82,000
Financial services	15	4%	65,000	75,000	83,500	75,707
Food and beverage	5	1%	--	--	--	--
Government	3	1%	--	--	--	--
Healthcare	29	7%	76,000	93,000	105,000	92,904
Information technology	103	25%	64,680	72,500	95,000	79,746
Insurance	1	*	--	--	--	--
Legal	1	*	--	--	--	--
Manufacturing	46	11%	55,000	70,000	95,000	74,620
Pharmaceuticals	7	2%	--	--	--	--
Real Estate	--	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	20	5%	85,750	118,500	135,000	115,146
Telecommunications	28	7%	74,583	85,411	103,868	89,125
Training/Education	--	*	--	--	--	--
Utility	2	*	--	--	--	--
Other	52	13%	62,531	75,500	86,000	76,336

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	121	30%	72,000	85,000	100,000	88,856
Construction	25	6%	68,000	85,000	105,000	88,956
Engineering	95	24%	67,600	78,000	95,000	81,551
Information Technology	218	54%	65,000	80,000	100,000	84,727
Manufacturing	44	11%	60,000	77,914	100,000	80,718
Operations	78	19%	64,000	80,000	96,000	82,382
Quality Management	33	8%	67,600	80,000	97,344	82,090
Regulatory Compliance	23	6%	60,000	80,000	104,000	83,783
Research and Development	103	25%	65,000	80,000	97,000	82,733
Supply Chain						
Management/Logistics	47	12%	61,000	80,000	100,000	82,741
Other	11	3%	65,000	85,000	106,000	89,748

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	26	6%	55,000	69,600	100,000	80,428
100 to 299	24	6%	55,000	72,000	78,824	71,527
300 to 999	17	4%	62,062	65,000	71,500	67,988
1,000 to 2,499	19	5%	65,000	74,000	90,000	77,021
2,500 to 4,999	21	5%	60,000	80,000	87,000	73,881
5,000 to 9,999	18	4%	80,000	87,500	115,000	94,187
10,000 or more	279	69%	67,000	84,000	100,000	86,476

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	20	6%	60,000	66,908	82,500	73,723
5-9 people	102	31%	64,000	76,000	86,083	78,378
10-14 people	79	24%	64,000	79,262	100,000	82,273
15-19 people	40	12%	69,500	83,000	95,139	82,742
20 or more people	89	27%	76,000	90,000	110,000	95,262

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	29	8%	55,000	75,828	85,000	71,348
\$100,000 to \$499,999	80	22%	60,000	71,250	88,000	75,437
\$500,000 to \$999,999	80	22%	61,105	72,000	85,443	77,880
\$1 million to \$10 million	146	39%	72,500	86,000	101,000	88,745
More than \$10 million	37	10%	85,000	100,000	125,000	103,802

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	125	31%
Yes - Informal	175	43%
No	91	23%
Don't Know	13	3%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	76	26%
Yes - Informal	130	44%
No	62	21%
Don't Know	30	10%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	237	59%
Yes - Informal	104	26%
No	52	13%
Don't Know	9	2%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	25	6%	37	9%	344	86%
Director of Project Management Office (PMO)	3	10%	3	10%	25	83%
Portfolio Manager	2	9%	4	17%	18	78%
Program Manager	6	7%	16	18%	68	76%
Project Manager III	8	6%	8	6%	111	89%
Project Manager II	4	5%	3	4%	73	91%
Project Manager I	1	4%	1	4%	22	92%
Project Management Specialist	1	6%	1	6%	14	88%
Project Management Consultant	--	*	1	7%	13	93%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	55%	312	78%	34	8%
Director of Project Management Office (PMO)	20	65%	26	84%	4	13%
Portfolio Manager	15	63%	21	88%	6	25%
Program Manager	53	60%	75	85%	7	8%
Project Manager III	63	50%	95	76%	7	6%
Project Manager II	46	58%	63	80%	4	5%
Project Manager I	8	32%	16	64%	3	12%
Project Management Specialist	8	50%	9	56%	1	6%
Project Management Consultant	10	71%	7	50%	2	14%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	392	26.6	374	27.3
Director of Project Management Office (PMO)	30	25.5	26	24.3
Portfolio Manager	23	25.7	23	27.6
Program Manager	84	26.6	83	28.0
Project Manager III	123	28.1	118	28.2
Project Manager II	77	25.8	72	26.1
Project Manager I	25	28.0	24	29.8
Project Management Specialist	16	25.1	15	26.6
Project Management Consultant	14	20.7	13	23.3

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	155	39%	197	49%	50	12%
Director of Project Management Office (PMO)	10	33%	15	50%	5	17%
Portfolio Manager	15	63%	10	42%	1	4%
Program Manager	29	33%	47	53%	17	19%
Project Manager III	56	45%	53	42%	16	13%
Project Manager II	28	35%	44	56%	8	10%
Project Manager I	8	32%	13	52%	2	8%
Project Management Specialist	5	33%	9	60%	1	7%
Project Management Consultant	4	29%	6	43%	--	*

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	404	39.7	401	46.0
Director of Project Management Office (PMO)	31	40.2	31	49.0
Portfolio Manager	24	39.3	24	47.3
Program Manager	89	39.8	89	48.3
Project Manager III	125	39.6	123	44.4
Project Manager II	80	39.9	79	45.4
Project Manager I	25	39.6	25	44.9
Project Management Specialist	16	39.3	16	44.3
Project Management Consultant	14	39.7	14	45.1

Annualized Salary by Position Description - Self-Employed Only

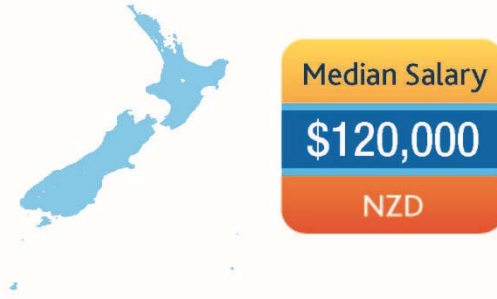
Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	3	8%	--	--	--	--
Portfolio Manager	2	5%	--	--	--	--
Program Manager	8	22%	--	--	--	--
Project Manager III	11	30%	65,000	80,000	100,000	88,364
Project Manager II	6	16%	--	--	--	--
Project Manager I	3	8%	--	--	--	--
Project Management Specialist	1	3%	--	--	--	--
Project Management Consultant	3	8%	--	--	--	--

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	28	8%	95,000	101,750	114,000	101,661
Portfolio Manager	22	6%	72,863	84,207	102,000	93,342
Program Manager	81	22%	76,090	86,000	106,400	94,360
Project Manager III	114	31%	65,000	77,278	90,000	78,387
Project Manager II	74	20%	60,000	72,000	84,000	71,806
Project Manager I	22	6%	50,000	60,000	80,000	70,445
Project Management Specialist	15	4%	55,000	75,000	90,000	72,799
Project Management Consultant	11	3%	60,000	86,000	100,000	82,213

New Zealand

Detailed Findings – All Respondents



Total Compensation (in New Zealand Dollars)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	491	98,000	120,000	145,000	126,496
Total Compensation	491	101,000	125,000	153,000	132,876

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months			Next 12 Months		
	n=	Percent		n=	Percent
Decreased	17	3%	Decrease	13	3%
Remained the same	150	31%	Remain the same	113	23%
Increased less than 1%	17	3%	Increase less than 1%	31	6%
Increased 1% to 2.9%	143	29%	Increase 1% to 2.9%	155	32%
Increased 3% to 3.9%	44	9%	Increase 3% to 3.9%	67	14%
Increased 4% to 4.9%	16	3%	Increase 4% to 4.9%	20	4%
Increased 5% to 6.9%	32	7%	Increase 5% to 6.9%	42	9%
Increased 7% to 9.9%	22	4%	Increase 7% to 9.9%	12	2%
Increased 10% to 14.9%	25	5%	Increase 10% to 14.9%	24	5%
Increased 15% to 19.9%	10	2%	Increase 15% to 19.9%	5	1%
Increased 20% to 24.9%	6	1%	Increase 20% to 24.9%	4	1%
Increased 25% to 29.9%	1	*	Increase 25% to 29.9%	1	*
Increased 30% or greater	8	2%	Increase 30% or greater	4	1%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	24	5%	117,500	135,000	157,500	140,875
Portfolio Manager	43	9%	120,000	140,000	164,000	143,390
Program Manager	83	17%	117,855	136,000	173,000	149,051
Project Manager III	149	30%	105,000	120,000	145,000	130,247
Project Manager II	102	21%	87,000	104,000	120,000	108,384
Project Manager I	45	9%	65,000	75,000	100,000	83,835
Project Management Specialist	15	3%	88,000	100,000	140,000	114,693
Project Management Consultant	30	6%	102,000	130,000	167,829	141,214

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	7	1%	--	--	--	--
3 < 5 years	16	3%	61,250	65,000	79,000	67,844
5 < 10 years	35	7%	65,000	85,000	105,000	87,183
10 < 15 years	61	12%	87,000	108,000	120,000	104,661
15 < 20 years	81	16%	100,000	111,100	134,000	121,579
20 years or more	291	59%	112,000	131,055	162,000	141,781

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	176	38%	90,000	114,500	134,500	116,015
1 to 5 years	209	45%	95,000	119,000	145,000	125,089
6 years or more	77	17%	118,000	135,000	160,000	147,610
Extreme Project Management						
None	336	75%	95,000	120,000	140,000	123,226
1 to 5 years	70	16%	98,500	118,500	153,000	129,300
6 years or more	41	9%	120,000	134,000	170,000	144,951
Process-Based Project Management						
None	133	29%	101,000	123,000	152,500	129,728
1 to 5 years	147	32%	80,000	100,000	126,500	108,053
6 years or more	181	39%	110,000	130,000	154,982	138,619
Event Chain Project Management						
None	338	76%	95,000	120,000	140,000	124,483
1 to 5 years	63	14%	96,000	120,000	151,000	129,721
6 years or more	44	10%	106,500	121,500	151,500	134,330
Project Portfolio Management						
None	175	38%	85,000	110,000	131,250	112,733
1 to 5 years	164	35%	95,500	120,000	140,000	124,967
6 years or more	123	27%	120,000	140,000	165,000	147,509
Program Management						
None	116	25%	85,000	100,000	120,000	103,707
1 to 5 years	188	40%	99,250	120,000	140,000	123,555
6 years or more	163	35%	120,000	139,000	171,000	149,081
Earned Value Management						
None	163	36%	90,000	110,000	132,000	115,854
1 to 5 years	177	39%	95,000	112,000	140,000	122,216
6 years or more	118	26%	120,000	135,886	165,000	147,516
Lean Project Management						
None	235	52%	92,300	117,000	140,000	121,715
1 to 5 years	150	33%	100,000	120,000	143,000	126,146
6 years or more	71	16%	120,000	130,000	162,000	144,274
Critical Chain Project Management						
None	258	57%	98,000	120,000	145,000	126,230
1 to 5 years	113	25%	90,000	106,000	132,500	116,879
6 years or more	82	18%	110,000	130,000	160,000	141,164
Waterfall Project Management						
None	163	35%	87,000	110,000	134,000	113,126
1 to 5 years	95	20%	80,000	100,000	130,000	109,912
6 years or more	207	45%	115,000	130,000	160,000	143,791
Risk Management						
None	37	8%	80,000	90,000	112,000	101,387
1 to 5 years	150	32%	80,000	100,000	120,000	105,229

6 years or more	286	60%	115,000	130,000	160,000	141,279
Change Management						
None	66	14%	87,000	102,500	130,000	107,702
1 to 5 years	172	36%	85,000	105,000	133,000	113,114
6 years or more	234	50%	115,000	130,000	160,000	142,382
Resource Management						
None	56	12%	75,000	104,500	133,000	112,165
1 to 5 years	149	32%	83,500	100,000	125,000	106,438
6 years or more	260	56%	112,500	130,000	160,000	141,198

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	30	6%	61,800	70,125	80,000	71,994
3 < 5 years	38	8%	75,000	88,000	105,000	90,850
5 < 10 years	134	27%	92,000	107,000	125,000	112,385
10 < 15 years	109	22%	110,000	125,000	153,000	134,095
15 < 20 years	84	17%	120,000	135,000	165,000	145,617
20 years or more	96	20%	120,000	140,000	170,500	151,974

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	27	5%	85,000	112,000	140,000	120,358
Some college or Associate's degree	79	16%	100,000	125,000	150,000	134,642
4-year college degree	234	48%	99,000	120,000	140,000	123,978
Master's degree	131	27%	93,000	119,208	145,500	125,609
Doctoral degree	20	4%	116,000	126,000	163,915	137,866

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	94	19%	85,000	106,000	134,000	114,036
No degree in PM	394	81%	100,000	120,000	150,000	129,289

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	307	63%	107,000	126,000	155,000	135,898
PMP for less than 1 year	--	*	--	--	--	--
PMP for 1 < 5 years	133	44%	100,000	120,000	135,000	122,839
PMP for 5 < 10 years	105	35%	117,000	130,000	152,500	138,710
PMP for 10 < 20 years	61	20%	120,000	141,766	180,000	154,468
PMP for 20+ years	4	1%	--	--	--	--
Do not have a PMP Certification	184	37%	80,000	103,000	130,000	110,808

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	280	57%	100,000	120,000	145,000	127,818
5 to 9 days	132	27%	100,000	120,000	144,000	127,751
10 days or more	75	15%	85,000	110,000	140,000	116,764

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	336	71%	100,000	121,500	149,000	129,018
Female	140	29%	85,500	116,000	140,000	120,660

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	31	6%	90,000	119,208	160,000	126,184
Consulting	53	11%	99,500	130,000	150,000	127,948
Customer Service/Public Relations	--	*	--	--	--	--
Engineering	67	14%	90,000	110,000	138,000	118,273
Finance	6	1%	--	--	--	--
Human Resources	--	*	--	--	--	--
Information Technology/Information Systems	85	17%	104,000	124,000	160,000	137,602
Operations/Manufacturing	16	3%	100,750	112,500	120,000	112,706
Project Management Department or PMO	175	36%	99,000	120,000	140,000	125,232
Quality Management	3	1%	--	--	--	--
Research and Development	12	2%	81,500	111,500	132,500	112,271
Sales/Marketing	9	2%	--	--	--	--
Supply Chain Management/Logistics	5	1%	--	--	--	--
Training/Education	--	*	--	--	--	--
Other	29	6%	104,000	125,000	135,000	129,914

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	5	1%	--	--	--	--
Business services	1	*	--	--	--	--
Construction	57	12%	87,000	112,000	132,500	111,961
Consulting	46	9%	99,500	124,000	150,000	131,179
Engineering	64	13%	82,500	104,000	130,625	109,258
Financial services	14	3%	119,000	134,000	190,000	160,577
Food and beverage	13	3%	110,000	123,000	140,000	120,479
Government	62	13%	100,000	120,000	149,638	128,584
Healthcare	18	4%	115,000	122,427	150,000	138,150
Information technology	103	21%	104,000	122,000	155,000	134,644
Insurance	6	1%	--	--	--	--
Legal	1	*	--	--	--	--
Manufacturing	9	2%	--	--	--	--
Pharmaceuticals	6	1%	--	--	--	--
Real Estate	2	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	8	2%	--	--	--	--
Telecommunications	21	4%	117,000	125,000	134,000	125,391
Training/Education	7	1%	--	--	--	--
Utility	32	7%	104,500	124,000	137,500	129,411
Other	16	3%	110,000	130,000	140,000	124,234

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	134	27%	105,000	130,000	170,000	143,096
Construction	173	35%	90,000	115,000	136,771	117,404
Engineering	136	28%	92,400	120,000	137,500	117,265
Information Technology	221	45%	105,000	124,854	160,000	136,208
Manufacturing	23	5%	93,000	120,000	150,000	123,423
Operations	98	20%	102,000	120,000	140,000	128,576
Quality Management	45	9%	86,000	115,000	140,000	115,454
Regulatory Compliance	55	11%	104,000	120,000	140,000	130,249
Research and Development	35	7%	100,000	118,000	140,000	122,079
Supply Chain						
Management/Logistics	24	5%	97,000	110,000	148,500	132,452
Other	23	5%	100,000	120,000	135,000	126,334

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	74	15%	90,000	120,000	150,000	125,397
100 to 299	59	12%	88,520	105,000	122,000	108,994
300 to 999	73	15%	100,000	120,000	136,771	125,402
1,000 to 2,499	75	15%	105,000	120,000	150,000	130,787
2,500 to 4,999	84	17%	91,270	120,000	147,319	127,362
5,000 to 9,999	42	9%	105,000	133,000	160,000	137,133
10,000 or more	84	17%	105,000	124,000	140,000	130,691

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	63	17%	96,000	112,000	137,000	123,828
5-9 people	163	43%	99,500	120,000	140,000	124,617
10-14 people	71	19%	100,000	120,000	155,000	129,743
15-19 people	22	6%	110,000	135,000	162,000	146,291
20 or more people	58	15%	120,000	140,000	180,000	156,384

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	47	10%	75,000	95,000	111,000	98,543
\$100,000 to \$499,999	116	25%	93,500	112,500	130,000	116,513
\$500,000 to \$999,999	80	17%	92,150	115,000	132,500	119,190
\$1 million to \$10 million	175	38%	112,000	130,000	160,000	141,066
More than \$10 million	46	10%	120,000	142,500	160,000	142,147

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	82	17%
Yes - Informal	236	48%
No	153	31%
Don't Know	18	4%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	55	17%
Yes - Informal	174	55%
No	59	19%
Don't Know	30	9%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	180	37%
Yes - Informal	161	33%
No	117	24%
Don't Know	27	6%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	12	2%	15	3%	461	95%
Director of Project Management Office (PMO)	1	4%	3	13%	20	83%
Portfolio Manager	--	*	1	2%	41	98%
Program Manager	1	1%	2	2%	80	96%
Project Manager III	6	4%	5	3%	139	94%
Project Manager II	2	2%	2	2%	96	96%
Project Manager I	2	5%	--	*	42	95%
Project Management Specialist	--	*	--	*	15	100%
Project Management Consultant	--	*	2	7%	28	93%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	19%	320	65%	98	20%
Director of Project Management Office (PMO)	3	13%	19	79%	5	21%
Portfolio Manager	7	16%	29	67%	10	23%
Program Manager	13	16%	50	61%	11	13%
Project Manager III	20	14%	101	68%	30	20%
Project Manager II	22	22%	69	68%	23	23%
Project Manager I	14	31%	27	60%	10	22%
Project Management Specialist	2	13%	9	60%	3	20%
Project Management Consultant	10	33%	16	53%	6	20%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	478	18.0	441	19.5
Director of Project Management Office (PMO)	23	20.0	21	22.7
Portfolio Manager	42	18.9	39	20.3
Program Manager	82	17.3	75	18.7
Project Manager III	146	18.1	134	19.0
Project Manager II	101	18.8	93	20.6
Project Manager I	40	17.8	38	18.0
Project Management Specialist	14	18.5	12	21.5
Project Management Consultant	30	14.6	29	17.5

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	25	5%	230	48%	36	7%
Director of Project Management Office (PMO)	1	4%	11	46%	4	17%
Portfolio Manager	5	12%	23	56%	4	10%
Program Manager	3	4%	39	48%	5	6%
Project Manager III	5	3%	74	50%	10	7%
Project Manager II	4	4%	45	45%	8	8%
Project Manager I	3	7%	18	44%	1	2%
Project Management Specialist	1	7%	10	67%	--	*
Project Management Consultant	3	10%	10	33%	4	13%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	489	39.7	488	45.3
Director of Project Management Office (PMO)	24	39.7	24	48.2
Portfolio Manager	43	39.6	41	45.9
Program Manager	83	39.8	83	45.9
Project Manager III	148	39.6	148	45.6
Project Manager II	102	39.7	102	44.6
Project Manager I	45	39.9	45	44.4
Project Management Specialist	15	40.5	15	43.1
Project Management Consultant	29	39.2	30	43.9

Annualized Salary by Position Description - Self-Employed Only

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	6	6%	--	--	--	--
Portfolio Manager	3	3%	--	--	--	--
Program Manager	23	23%	140,000	200,000	250,000	196,616
Project Manager III	31	32%	132,000	180,000	220,000	177,815
Project Manager II	11	11%	120,000	165,000	180,000	155,818
Project Manager I	6	6%	--	--	--	--
Project Management Specialist	5	5%	--	--	--	--
Project Management Consultant	13	13%	102,000	160,000	220,000	171,308

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	18	5%	120,000	130,000	150,000	135,056
Portfolio Manager	40	10%	121,000	140,000	162,000	143,544
Program Manager	60	15%	114,500	130,000	144,000	130,818
Project Manager III	118	30%	100,000	120,000	133,000	117,750
Project Manager II	91	23%	85,000	100,000	120,000	102,651
Project Manager I	39	10%	65,000	75,000	95,000	81,399
Project Management Specialist	10	3%	83,000	96,500	119,000	98,540
Project Management Consultant	17	4%	104,000	120,000	134,000	118,202

Nigeria

Detailed Findings – All Respondents



Total Compensation (in Nigerian Naira)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	239	4,200,000	6,739,092	10,291,070	8,154,192
Total Compensation	239	4,800,000	7,507,000	11,911,934	9,200,502

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months	n=	Percent	Next 12 Months	n=	Percent
Decreased	11	5%	Decrease	1	*
Remained the same	90	38%	Remain the same	38	16%
Increased less than 1%	8	3%	Increase less than 1%	8	3%
Increased 1% to 2.9%	21	9%	Increase 1% to 2.9%	16	7%
Increased 3% to 3.9%	7	3%	Increase 3% to 3.9%	10	4%
Increased 4% to 4.9%	8	3%	Increase 4% to 4.9%	17	7%
Increased 5% to 6.9%	24	10%	Increase 5% to 6.9%	20	8%
Increased 7% to 9.9%	14	6%	Increase 7% to 9.9%	20	8%
Increased 10% to 14.9%	32	13%	Increase 10% to 14.9%	32	13%
Increased 15% to 19.9%	7	3%	Increase 15% to 19.9%	21	9%
Increased 20% to 24.9%	4	2%	Increase 20% to 24.9%	9	4%
Increased 25% to 29.9%	3	1%	Increase 25% to 29.9%	9	4%
Increased 30% or greater	10	4%	Increase 30% or greater	38	16%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	11	5%	9,000,000	10,680,000	14,000,000	10,970,909
Portfolio Manager	19	8%	6,500,000	9,600,000	21,000,000	12,781,270
Program Manager	41	17%	5,000,000	8,400,000	13,000,000	9,572,812
Project Manager III	45	19%	6,753,000	9,500,000	13,806,417	10,636,406
Project Manager II	23	10%	3,720,000	6,500,000	8,897,000	6,763,883
Project Manager I	50	21%	3,153,400	4,100,000	6,000,000	4,603,966
Project Management Specialist	30	13%	3,796,428	6,250,000	10,000,000	6,967,486
Project Management Consultant	20	8%	3,355,200	5,136,000	6,168,000	5,970,604

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	1	*	--	--	--	--
3 < 5 years	11	5%	3,110,400	3,200,000	4,556,677	3,437,978
5 < 10 years	81	34%	3,590,649	5,400,000	7,000,000	5,898,296
10 < 15 years	89	37%	4,800,000	7,080,000	10,000,000	8,064,149
15 < 20 years	40	17%	8,250,000	10,600,000	16,000,000	11,756,021
20 years or more	17	7%	9,000,000	13,806,417	16,800,000	14,218,948

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	89	42%	3,600,000	5,800,000	8,400,000	7,167,934
1 to 5 years	94	45%	4,362,965	7,040,000	10,000,000	8,274,281
6 years or more	27	13%	8,787,000	10,700,000	16,000,000	12,270,691
Extreme Project Management						
None	104	53%	3,820,000	6,000,000	10,000,000	7,580,260
1 to 5 years	61	31%	4,200,000	7,000,000	8,897,000	8,225,657
6 years or more	31	16%	6,600,000	10,000,000	14,000,000	10,850,810
Process-Based Project Management						
None	28	13%	4,558,021	6,581,000	9,500,000	7,219,874
1 to 5 years	128	59%	3,575,000	6,000,000	9,000,000	7,218,799
6 years or more	62	28%	6,000,000	8,896,620	14,000,000	10,281,033
Event Chain Project Management						
None	97	50%	4,500,000	7,000,000	10,000,000	8,064,532
1 to 5 years	71	36%	3,720,000	6,336,000	10,000,000	7,589,713
6 years or more	27	14%	6,500,000	10,058,000	14,400,000	10,843,433
Project Portfolio Management						
None	71	35%	3,500,000	5,492,386	8,000,000	6,697,533
1 to 5 years	94	47%	4,531,332	7,000,000	10,000,000	8,349,538
6 years or more	36	18%	6,800,000	10,850,000	14,000,000	11,174,139
Program Management						
None	49	23%	3,230,000	4,800,000	7,368,000	5,992,511
1 to 5 years	112	52%	4,500,000	6,550,000	10,000,000	8,165,793
6 years or more	55	25%	7,507,000	10,058,000	14,000,000	11,145,502
Earned Value Management						
None	39	19%	3,800,000	6,000,000	10,000,000	7,899,271
1 to 5 years	122	59%	4,200,000	6,500,000	9,300,000	7,390,543
6 years or more	47	23%	6,500,000	10,000,000	14,000,000	10,578,819
Lean Project Management						
None	84	41%	3,748,214	6,000,000	8,948,500	7,261,467
1 to 5 years	89	43%	4,800,000	7,143,325	11,000,000	8,783,717
6 years or more	32	16%	6,300,000	9,750,000	14,200,000	10,396,945
Critical Chain Project Management						
None	72	36%	4,100,000	6,168,000	9,000,000	7,706,211
1 to 5 years	87	43%	3,720,000	6,600,000	10,000,000	7,863,579
6 years or more	43	21%	6,000,000	10,000,000	14,000,000	10,099,085
Waterfall Project Management						
None	114	57%	4,200,000	6,581,000	10,000,000	7,894,010
1 to 5 years	54	27%	4,200,000	6,500,000	9,300,000	7,825,592
6 years or more	33	16%	7,440,000	10,000,000	14,000,000	10,725,906
Risk Management						
None	20	9%	4,100,000	6,000,000	14,550,000	10,378,199
1 to 5 years	129	59%	3,800,000	6,000,000	8,500,000	6,908,827

6 years or more	71	32%	6,000,000	9,600,000	13,800,000	9,989,310
Change Management						
None	11	5%	3,500,000	5,000,000	6,662,000	5,453,632
1 to 5 years	140	64%	4,100,000	6,000,000	9,000,000	7,273,357
6 years or more	67	31%	6,500,000	10,000,000	14,274,000	10,820,055
Resource Management						
None	14	6%	5,000,000	6,000,000	10,000,000	8,378,871
1 to 5 years	122	55%	3,800,000	6,000,000	8,897,000	7,119,689
6 years or more	86	39%	6,000,000	9,000,000	13,000,000	9,977,295

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	7	3%	--	--	--	--
3 < 5 years	36	15%	3,050,000	3,920,000	6,000,000	4,945,488
5 < 10 years	134	56%	4,500,000	7,000,000	10,000,000	7,744,019
10 < 15 years	45	19%	6,000,000	9,000,000	17,000,000	10,933,178
15 < 20 years	16	7%	8,625,000	12,000,000	16,400,000	13,023,083
20 years or more	1	*	--	--	--	--

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	2	1%	--	--	--	--
Some college or Associate's degree	--	*	--	--	--	--
4-year college degree	110	46%	3,600,000	5,614,000	8,793,240	7,040,425
Master's degree	121	51%	5,000,000	8,000,000	11,000,000	9,009,960
Doctoral degree	6	3%	--	--	--	--

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	37	16%	5,000,000	8,250,000	13,800,000	9,343,476
No degree in PM	201	84%	4,200,000	6,500,000	10,000,000	7,936,036

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	205	86%	4,200,000	6,753,000	10,400,000	8,191,496
PMP for less than 1 year	3	2%	--	--	--	--
PMP for 1 < 5 years	123	62%	3,840,000	6,000,000	9,300,000	7,347,098
PMP for 5 < 10 years	67	34%	5,600,000	8,400,000	14,000,000	9,725,832
PMP for 10 < 20 years	6	3%	--	--	--	--
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP Certification	34	14%	4,500,000	6,300,000	8,897,000	7,929,274

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	81	34%	3,550,000	6,000,000	10,291,070	7,836,614
5 to 9 days	65	28%	4,556,677	7,000,000	10,000,000	8,012,098
10 days or more	89	38%	4,800,000	7,000,000	11,000,000	8,522,469

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	167	74%	4,200,000	6,739,092	11,000,000	8,499,004
Female	59	26%	3,840,000	6,500,000	9,500,000	7,251,183

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	15	6%	4,000,000	8,400,000	12,000,000	9,018,587
Consulting	19	8%	4,500,000	6,000,000	11,500,000	8,196,654
Customer Service/Public Relations	--	*	--	--	--	--
Engineering	28	12%	3,800,000	4,950,000	7,184,000	6,108,745
Finance	11	5%	3,600,000	6,000,000	7,400,000	5,667,273
Human Resources	2	1%	--	--	--	--
Information Technology/Information Systems	28	12%	4,431,483	7,850,000	12,500,000	9,059,998
Operations/Manufacturing	10	4%	5,500,000	6,750,000	9,000,000	9,678,413
Project Management Department or PMO	87	36%	4,531,332	7,440,000	11,582,000	8,512,030
Quality Management	5	2%	--	--	--	--
Research and Development	2	1%	--	--	--	--
Sales/Marketing	8	3%	--	--	--	--
Supply Chain Management/Logistics	6	3%	--	--	--	--
Training/Education	--	*	--	--	--	--
Other	18	8%	3,500,000	5,609,339	10,700,000	7,592,515

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	--	*	--	--	--	--
Business services	5	2%	--	--	--	--
Construction	21	9%	3,000,000	3,600,000	6,600,000	5,002,707
Consulting	20	8%	5,236,000	6,876,500	13,767,837	9,816,673
Engineering	15	6%	5,492,386	7,000,000	10,058,000	8,667,519
Financial services	31	13%	4,556,677	6,000,000	9,870,000	7,040,759
Food and beverage	5	2%	--	--	--	--
Government	11	5%	3,590,649	5,000,000	9,000,000	6,367,447
Healthcare	4	2%	--	--	--	--
Information technology	18	8%	4,500,000	7,350,000	11,000,000	7,761,105
Insurance	2	1%	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	12	5%	5,800,000	11,471,909	15,500,000	11,844,130
Pharmaceuticals	1	*	--	--	--	--
Real Estate	5	2%	--	--	--	--
Resources (Agriculture, Mining, etc.)	24	10%	4,456,483	7,000,000	10,000,000	8,470,165
Telecommunications	50	21%	5,500,000	7,650,000	12,000,000	9,229,348
Training/Education	--	*	--	--	--	--
Utility	3	1%	--	--	--	--
Other	12	5%	3,128,584	3,525,000	5,821,663	5,046,828

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	72	30%	4,431,483	6,707,500	10,000,000	8,021,334
Construction	64	27%	3,650,000	6,550,000	10,000,000	7,896,567
Engineering	77	32%	4,700,000	6,739,092	10,680,000	8,803,721
Information Technology	79	33%	5,000,000	8,000,000	12,000,000	9,512,121
Manufacturing	12	5%	9,340,000	13,131,909	16,050,000	13,501,279
Operations	74	31%	4,566,042	6,876,500	10,000,000	8,321,955
Quality Management	44	18%	3,920,000	6,500,000	8,893,500	7,916,413
Regulatory Compliance	22	9%	4,700,000	7,376,500	13,000,000	9,498,326
Research and Development	17	7%	3,840,000	6,500,000	15,100,000	9,939,586
Supply Chain						
Management/Logistics	24	10%	3,496,700	6,250,000	12,131,909	8,945,157
Other	19	8%	4,800,000	10,000,000	17,000,000	11,177,889

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	33	14%	3,780,000	6,000,000	8,400,000	6,797,252
100 to 299	15	6%	3,360,000	5,400,000	8,250,000	5,599,164
300 to 999	33	14%	3,700,000	7,500,000	11,500,000	8,607,289
1,000 to 2,499	23	10%	3,600,000	5,000,000	7,400,000	7,638,282
2,500 to 4,999	37	15%	4,700,000	7,700,000	14,000,000	9,451,485
5,000 to 9,999	41	17%	5,600,000	7,600,000	10,000,000	8,263,106
10,000 or more	57	24%	4,700,000	7,000,000	11,582,000	8,637,575

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	24	12%	3,447,692	4,615,666	8,500,000	6,331,697
5-9 people	60	31%	5,000,000	7,224,000	10,000,000	8,218,198
10-14 people	44	23%	4,433,021	8,450,000	12,381,909	9,537,241
15-19 people	16	8%	4,100,000	6,050,000	9,435,000	7,213,303
20 or more people	51	26%	3,780,000	7,000,000	10,291,070	8,535,148

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	46	22%	3,550,000	4,800,000	7,000,000	6,668,619
\$100,000 to \$499,999	51	24%	4,000,000	6,000,000	9,500,000	7,126,087
\$500,000 to \$999,999	26	12%	5,000,000	7,350,000	12,000,000	9,026,697
\$1 million to \$10 million	58	27%	6,500,000	9,000,000	14,000,000	10,445,610
More than \$10 million	31	15%	4,700,000	7,200,000	13,806,417	8,856,700

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	63	27%
Yes - Informal	128	54%
No	39	16%
Don't Know	7	3%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	50	26%
Yes - Informal	106	56%
No	28	15%
Don't Know	6	3%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	105	45%
Yes - Informal	78	33%
No	35	15%
Don't Know	16	7%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	7	3%	16	7%	211	90%
Director of Project Management Office (PMO)	--	*	--	*	10	100%
Portfolio Manager	--	*	1	5%	18	95%
Program Manager	1	3%	3	8%	36	90%
Project Manager III	2	5%	3	7%	38	88%
Project Manager II	--	*	6	27%	16	73%
Project Manager I	3	6%	3	6%	44	88%
Project Management Specialist	1	3%	--	*	29	97%
Project Management Consultant	--	*	--	*	20	100%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	56%	157	66%	65	27%
Director of Project Management Office (PMO)	5	45%	11	100%	3	27%
Portfolio Manager	12	63%	12	63%	4	21%
Program Manager	28	68%	32	78%	11	27%
Project Manager III	28	62%	36	80%	21	47%
Project Manager II	12	52%	18	78%	7	30%
Project Manager I	23	47%	26	53%	9	18%
Project Management Specialist	14	47%	15	50%	8	27%
Project Management Consultant	11	55%	7	35%	2	10%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	224	21.6	133	24.1
Director of Project Management Office (PMO)	10	24.6	7	22.6
Portfolio Manager	18	23.5	15	26.3
Program Manager	39	22.4	20	23.5
Project Manager III	40	23.6	26	26.5
Project Manager II	21	21.0	11	20.0
Project Manager I	49	18.9	26	21.0
Project Management Specialist	28	22.2	15	27.5
Project Management Consultant	19	18.8	13	24.6

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	31	13%	200	84%	9	4%
Director of Project Management Office (PMO)	2	20%	10	100%	--	*
Portfolio Manager	3	16%	18	95%	--	*
Program Manager	6	15%	34	83%	1	2%
Project Manager III	5	11%	40	89%	2	4%
Project Manager II	1	4%	21	91%	1	4%
Project Manager I	12	24%	40	80%	3	6%
Project Management Specialist	2	7%	25	86%	2	7%
Project Management Consultant	--	*	12	60%	--	*

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	238	40.1	235	46.8
Director of Project Management Office (PMO)	11	40.4	11	52.1
Portfolio Manager	18	40.7	17	48.8
Program Manager	41	39.8	40	47.8
Project Manager III	45	39.6	44	46.5
Project Manager II	23	41.5	23	50.0
Project Manager I	50	40.2	50	46.6
Project Management Specialist	30	40.2	30	45.3
Project Management Consultant	20	39.3	20	39.7

Annualized Salary by Position Description - Self-Employed Only

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	2	7%	--	--	--	--
Portfolio Manager	3	10%	--	--	--	--
Program Manager	4	13%	--	--	--	--
Project Manager III	3	10%	--	--	--	--
Project Manager II	3	10%	--	--	--	--
Project Manager I	6	20%	--	--	--	--
Project Management Specialist	5	17%	--	--	--	--
Project Management Consultant	4	13%	--	--	--	--

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	9	4%	--	--	--	--
Portfolio Manager	16	8%	6,250,000	9,550,000	19,300,000	12,759,008
Program Manager	37	18%	5,600,000	8,500,000	13,000,000	9,723,926
Project Manager III	42	20%	6,600,000	8,750,000	13,000,000	10,322,339
Project Manager II	20	10%	4,600,000	7,300,000	9,098,500	7,139,465
Project Manager I	44	21%	3,050,000	3,720,000	6,000,000	4,472,861
Project Management Specialist	25	12%	3,796,428	6,000,000	7,507,000	6,736,966
Project Management Consultant	16	8%	3,355,200	4,678,339	6,168,000	5,775,755

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Detailed Findings – All Respondents



Total Compensation (in Peruvian Nuevo Sol)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	328	84,000	119,000	168,000	130,042
Total Compensation	328	91,500	127,618	183,080	145,321

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months		Next 12 Months			
	n=	Percent	n=	Percent	
Decreased	11	3%	Decrease	5	2%
Remained the same	117	36%	Remain the same	64	20%
Increased less than 1%	14	4%	Increase less than 1%	5	2%
Increased 1% to 2.9%	28	9%	Increase 1% to 2.9%	16	5%
Increased 3% to 3.9%	29	9%	Increase 3% to 3.9%	28	9%
Increased 4% to 4.9%	25	8%	Increase 4% to 4.9%	29	9%
Increased 5% to 6.9%	27	8%	Increase 5% to 6.9%	39	12%
Increased 7% to 9.9%	14	4%	Increase 7% to 9.9%	24	7%
Increased 10% to 14.9%	30	9%	Increase 10% to 14.9%	49	15%
Increased 15% to 19.9%	8	2%	Increase 15% to 19.9%	22	7%
Increased 20% to 24.9%	9	3%	Increase 20% to 24.9%	19	6%
Increased 25% to 29.9%	8	2%	Increase 25% to 29.9%	11	3%
Increased 30% or greater	8	2%	Increase 30% or greater	17	5%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	29	9%	84,000	120,000	210,000	142,213
Portfolio Manager	19	6%	126,000	182,000	225,000	187,932
Program Manager	33	10%	124,600	175,000	224,000	189,531
Project Manager III	53	16%	97,500	130,800	187,500	142,058
Project Manager II	52	16%	78,500	109,000	124,600	112,910
Project Manager I	60	18%	68,386	108,782	133,166	105,508
Project Management Specialist	56	17%	75,600	97,000	135,000	106,577
Project Management Consultant	26	8%	72,000	97,000	172,000	115,582

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	3	1%	--	--	--	--
3 < 5 years	10	3%	44,000	52,200	78,028	61,183
5 < 10 years	73	22%	60,200	84,000	119,000	91,478
10 < 15 years	93	28%	95,000	120,000	165,670	130,493
15 < 20 years	68	21%	97,150	128,000	173,750	138,853
20 years or more	81	25%	106,000	150,000	210,000	168,612

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	92	31%	98,000	142,000	191,000	148,223
1 to 5 years	155	53%	78,800	112,000	150,000	120,708
6 years or more	48	16%	95,500	120,000	159,000	141,034
Extreme Project Management						
None	175	61%	90,000	120,000	175,000	136,015
1 to 5 years	77	27%	72,000	108,000	147,000	119,568
6 years or more	34	12%	98,400	123,000	180,000	143,897
Process-Based Project Management						
None	57	19%	95,000	123,200	180,000	142,624
1 to 5 years	117	40%	75,000	110,200	144,000	116,410
6 years or more	119	41%	98,000	130,000	180,000	146,276
Event Chain Project Management						
None	146	51%	90,300	128,000	177,299	140,249
1 to 5 years	96	33%	69,200	106,018	135,590	113,590
6 years or more	47	16%	105,000	130,000	175,000	142,031
Project Portfolio Management						
None	104	36%	79,900	103,500	150,000	120,636
1 to 5 years	130	45%	80,000	120,000	168,000	129,319
6 years or more	55	19%	115,000	150,000	200,000	164,072
Program Management						
None	83	28%	78,000	112,000	154,000	122,535
1 to 5 years	124	42%	74,823	112,000	151,568	125,302
6 years or more	85	29%	110,000	140,000	196,999	154,762
Earned Value Management						
None	43	14%	75,000	112,000	150,000	126,524
1 to 5 years	149	50%	75,000	102,000	140,000	114,512
6 years or more	109	36%	112,000	145,920	196,999	159,478
Lean Project Management						
None	118	40%	93,800	120,000	172,500	135,076
1 to 5 years	124	42%	77,000	111,100	166,083	124,266
6 years or more	52	18%	96,150	121,000	177,500	141,186
Critical Chain Project Management						
None	81	28%	84,000	123,000	175,000	137,520
1 to 5 years	127	45%	72,000	112,000	154,000	119,662
6 years or more	77	27%	100,000	130,800	177,078	146,350
Waterfall Project Management						
None	108	38%	98,000	130,000	180,000	143,070
1 to 5 years	89	31%	70,000	96,300	126,000	107,668
6 years or more	90	31%	100,000	130,400	180,000	146,518
Risk Management						
None	29	10%	72,000	98,000	120,000	105,391
1 to 5 years	159	52%	74,646	112,000	150,000	120,661

6 years or more	116	38%	100,000	140,000	196,500	153,419
Change Management						
None	33	11%	77,000	123,000	150,000	121,713
1 to 5 years	145	49%	72,000	110,000	150,000	119,927
6 years or more	116	39%	100,000	130,400	196,500	151,165
Resource Management						
None	30	10%	66,150	101,192	140,000	111,113
1 to 5 years	142	48%	72,000	101,200	144,000	118,438
6 years or more	121	41%	110,000	140,000	187,500	152,112

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	16	5%	45,270	64,386	81,014	67,821
3 < 5 years	49	15%	58,800	84,000	112,000	87,903
5 < 10 years	134	41%	84,000	120,000	150,000	123,175
10 < 15 years	78	24%	100,000	132,400	190,500	150,464
15 < 20 years	36	11%	102,500	158,800	213,500	168,205
20 years or more	15	5%	140,000	200,000	250,000	197,620

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	7	2%	--	--	--	--
Some college or Associate's degree	8	2%	--	--	--	--
4-year college degree	108	33%	64,500	94,400	120,200	107,413
Master's degree	196	60%	99,250	130,000	181,000	144,116
Doctoral degree	9	3%	--	--	--	--

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	185	57%	80,000	119,000	157,599	128,100
No degree in PM	142	43%	84,000	118,300	170,000	132,945

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	265	81%	90,000	120,000	172,000	134,713
PMP for less than 1 year	4	2%	--	--	--	--
PMP for 1 < 5 years	151	58%	84,000	112,000	144,000	119,816
PMP for 5 < 10 years	89	34%	100,000	144,000	196,999	156,869
PMP for 10 < 20 years	17	7%	98,000	172,500	210,000	168,721
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP Certification	63	19%	56,000	98,000	150,000	110,396

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	101	31%	78,000	110,400	154,000	127,904
5 to 9 days	58	18%	84,000	120,000	172,500	138,028
10 days or more	162	50%	84,000	120,000	172,500	129,448

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	268	83%	84,000	120,000	176,150	134,463
Female	54	17%	70,000	98,000	130,000	107,585

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	32	10%	103,500	119,500	194,315	151,396
Consulting	27	8%	108,000	150,000	196,999	148,026
Customer Service/Public Relations	--	*	--	--	--	--
Engineering	35	11%	84,000	116,045	168,000	125,370
Finance	8	2%	--	--	--	--
Human Resources	1	*	--	--	--	--
Information Technology/Information Systems	90	27%	78,000	104,692	135,000	115,082
Operations/Manufacturing	16	5%	66,000	161,000	229,025	153,978
Project Management Department or PMO	86	26%	79,800	119,500	150,000	129,325
Quality Management	9	3%	--	--	--	--
Research and Development	4	1%	--	--	--	--
Sales/Marketing	2	1%	--	--	--	--
Supply Chain Management/Logistics	2	1%	--	--	--	--
Training/Education	1	*	--	--	--	--
Other	15	5%	90,300	123,000	153,136	136,343

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	--	*	--	--	--	--
Business services	1	*	--	--	--	--
Construction	59	18%	98,000	120,000	180,000	142,493
Consulting	29	9%	90,000	126,000	186,500	139,732
Engineering	22	7%	110,000	144,000	177,299	138,700
Financial services	33	10%	84,000	110,200	123,000	118,940
Food and beverage	4	1%	--	--	--	--
Government	24	7%	75,000	111,000	146,000	114,122
Healthcare	6	2%	--	--	--	--
Information technology	53	16%	84,000	108,000	135,000	116,900
Insurance	8	2%	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	11	3%	49,250	140,000	200,000	134,172
Pharmaceuticals	2	1%	--	--	--	--
Real Estate	2	1%	--	--	--	--
Resources (Agriculture, Mining, etc.)	23	7%	115,000	163,000	216,000	171,716
Telecommunications	24	7%	66,500	91,000	118,306	99,288
Training/Education	4	1%	--	--	--	--
Utility	2	1%	--	--	--	--
Other	21	6%	63,000	105,000	175,000	129,135

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	67	20%	98,000	120,000	172,500	134,283
Construction	104	32%	98,000	144,000	196,999	154,404
Engineering	91	28%	85,000	120,400	187,500	141,184
Information Technology	169	52%	78,028	110,000	140,000	118,542
Manufacturing	17	5%	96,000	120,000	210,000	141,583
Operations	67	20%	80,000	120,000	180,000	133,040
Quality Management	37	11%	77,000	112,000	138,180	119,729
Regulatory Compliance	22	7%	100,000	131,500	172,500	140,780
Research and Development	19	6%	117,600	140,000	203,000	152,449
Supply Chain						
Management/Logistics	17	5%	100,800	126,000	200,000	146,342
Other	25	8%	86,800	120,000	175,000	129,056

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	36	11%	81,400	118,300	159,000	122,633
100 to 299	34	10%	70,000	102,500	131,333	122,749
300 to 999	65	20%	80,000	112,000	150,000	124,433
1,000 to 2,499	47	14%	90,000	120,000	168,000	129,080
2,500 to 4,999	58	18%	75,000	112,525	172,500	130,215
5,000 to 9,999	36	11%	100,000	120,900	166,568	141,277
10,000 or more	52	16%	84,500	130,400	170,546	139,849

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	49	18%	74,200	100,000	144,000	110,227
5-9 people	88	33%	84,000	112,525	152,000	129,793
10-14 people	55	21%	90,000	126,000	182,000	137,546
15-19 people	22	8%	98,000	145,000	177,299	150,319
20 or more people	53	20%	105,000	120,000	190,500	151,763

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	63	21%	63,000	95,000	150,000	106,368
\$100,000 to \$499,999	73	24%	78,000	100,400	134,000	114,353
\$500,000 to \$999,999	50	17%	90,000	128,000	192,000	142,095
\$1 million to \$10 million	74	25%	112,000	132,500	180,000	152,113
More than \$10 million	41	14%	105,000	144,000	190,000	151,613

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	98	30%
Yes - Informal	128	39%
No	87	27%
Don't Know	12	4%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	82	37%
Yes - Informal	108	49%
No	24	11%
Don't Know	6	3%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	121	38%
Yes - Informal	113	35%
No	78	24%
Don't Know	8	3%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	27	8%	14	4%	280	87%
Director of Project Management Office (PMO)	5	17%	1	3%	23	79%
Portfolio Manager	2	11%	1	5%	16	84%
Program Manager	3	9%	--	*	30	91%
Project Manager III	2	4%	1	2%	47	94%
Project Manager II	2	4%	3	6%	47	90%
Project Manager I	4	7%	3	5%	50	88%
Project Management Specialist	7	13%	4	7%	44	80%
Project Management Consultant	2	8%	1	4%	23	88%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	21%	220	68%	135	42%
Director of Project Management Office (PMO)	6	21%	22	76%	14	48%
Portfolio Manager	7	39%	16	89%	11	61%
Program Manager	8	24%	30	91%	14	42%
Project Manager III	14	27%	38	73%	18	35%
Project Manager II	9	18%	32	63%	19	37%
Project Manager I	7	12%	36	63%	26	46%
Project Management Specialist	13	23%	34	61%	24	43%
Project Management Consultant	5	19%	12	46%	9	35%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	301	27.8	198	29.3
Director of Project Management Office (PMO)	29	29.5	19	41.1
Portfolio Manager	18	31.7	11	32.7
Program Manager	32	28.2	22	30.5
Project Manager III	48	27.6	37	25.2
Project Manager II	49	27.2	35	25.9
Project Manager I	54	27.9	29	24.0
Project Management Specialist	51	26.4	30	33.1
Project Management Consultant	20	26.9	15	30.3

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	140	44%	115	36%	34	11%
Director of Project Management Office (PMO)	12	43%	10	36%	5	18%
Portfolio Manager	9	50%	7	39%	3	17%
Program Manager	14	44%	10	31%	3	9%
Project Manager III	16	32%	19	38%	4	8%
Project Manager II	22	43%	25	49%	4	8%
Project Manager I	36	64%	14	25%	3	5%
Project Management Specialist	21	38%	24	43%	7	13%
Project Management Consultant	10	40%	6	24%	5	20%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	319	43.7	311	47.8
Director of Project Management Office (PMO)	29	44.1	28	47.8
Portfolio Manager	19	45.3	18	49.9
Program Manager	33	43.9	31	47.4
Project Manager III	50	43.8	52	48.2
Project Manager II	50	42.5	49	46.7
Project Manager I	58	42.9	55	46.3
Project Management Specialist	55	44.7	52	50.0
Project Management Consultant	25	43.4	26	46.8

Annualized Salary by Position Description - Self-Employed Only

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	10	17%	84,000	135,000	210,000	151,730
Portfolio Manager	2	3%	--	--	--	--
Program Manager	7	12%	--	--	--	--
Project Manager III	9	15%	--	--	--	--
Project Manager II	6	10%	--	--	--	--
Project Manager I	10	17%	60,000	120,766	144,000	109,331
Project Management Specialist	9	15%	--	--	--	--
Project Management Consultant	7	12%	--	--	--	--

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	19	7%	60,000	113,050	210,000	137,204
Portfolio Manager	17	6%	126,000	175,000	203,000	186,101
Program Manager	26	10%	120,000	170,250	224,000	184,258
Project Manager III	44	16%	96,250	130,400	183,750	142,189
Project Manager II	46	17%	77,000	110,000	133,000	114,942
Project Manager I	50	19%	68,772	104,682	130,000	104,744
Project Management Specialist	47	18%	74,200	93,800	120,000	102,751
Project Management Consultant	19	7%	60,000	80,000	130,000	99,638

Poland

Detailed Findings – All Respondents



Total Compensation (in Polish Zloty)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	457	120,000	159,013	200,000	165,090
Total Compensation	457	125,000	173,000	214,000	182,059

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months	n=	Percent	Next 12 Months	n=	Percent
Decreased	18	4%	Decrease	6	1%
Remained the same	154	34%	Remain the same	133	29%
Increased less than 1%	12	3%	Increase less than 1%	20	4%
Increased 1% to 2.9%	52	11%	Increase 1% to 2.9%	51	11%
Increased 3% to 3.9%	35	8%	Increase 3% to 3.9%	34	7%
Increased 4% to 4.9%	25	5%	Increase 4% to 4.9%	35	8%
Increased 5% to 6.9%	24	5%	Increase 5% to 6.9%	41	9%
Increased 7% to 9.9%	24	5%	Increase 7% to 9.9%	32	7%
Increased 10% to 14.9%	47	10%	Increase 10% to 14.9%	44	10%
Increased 15% to 19.9%	15	3%	Increase 15% to 19.9%	21	5%
Increased 20% to 24.9%	19	4%	Increase 20% to 24.9%	11	2%
Increased 25% to 29.9%	9	2%	Increase 25% to 29.9%	6	1%
Increased 30% or greater	23	5%	Increase 30% or greater	23	5%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	26	6%	192,000	240,000	300,000	238,472
Portfolio Manager	34	7%	151,200	180,000	234,000	198,253
Program Manager	78	17%	138,000	180,000	216,000	186,169
Project Manager III	136	30%	131,000	161,000	192,000	164,109
Project Manager II	102	22%	108,000	133,000	174,000	141,042
Project Manager I	45	10%	90,000	120,000	154,000	126,215
Project Management Specialist	19	4%	69,000	110,000	165,600	130,979
Project Management Consultant	17	4%	150,000	175,000	200,000	182,976

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	1	*	--	--	--	--
3 < 5 years	13	3%	66,000	70,000	81,000	78,846
5 < 10 years	74	16%	105,000	144,500	180,000	146,700
10 < 15 years	182	40%	120,000	150,600	190,000	158,231
15 < 20 years	81	18%	140,000	180,000	216,000	187,684
20 years or more	106	23%	129,000	174,056	220,000	183,781

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	103	24%	105,000	155,000	197,000	158,993
1 to 5 years	253	59%	120,000	156,908	192,000	162,636
6 years or more	75	17%	144,000	172,800	205,000	183,127
Extreme Project Management						
None	288	69%	115,000	156,350	193,500	160,938
1 to 5 years	91	22%	140,000	162,000	200,000	171,446
6 years or more	40	10%	142,250	177,000	222,500	193,258
Process-Based Project Management						
None	114	27%	110,000	150,000	182,400	153,654
1 to 5 years	169	40%	110,834	152,000	190,000	156,098
6 years or more	140	33%	140,000	174,000	216,000	184,132
Event Chain Project Management						
None	278	67%	115,200	158,046	200,000	165,559
1 to 5 years	95	23%	120,000	159,013	200,000	164,524
6 years or more	45	11%	139,500	174,000	200,000	176,153
Project Portfolio Management						
None	171	40%	105,000	142,000	180,000	147,421
1 to 5 years	181	43%	128,000	162,000	200,000	169,029
6 years or more	73	17%	150,000	180,000	234,000	199,713
Program Management						
None	130	30%	100,000	140,000	176,000	141,766
1 to 5 years	207	48%	120,000	160,000	200,000	163,722
6 years or more	93	22%	150,000	186,000	240,000	200,992
Earned Value Management						
None	153	36%	110,000	141,000	180,000	149,460
1 to 5 years	167	39%	120,000	159,013	195,000	162,221
6 years or more	103	24%	150,000	186,000	220,000	196,351
Lean Project Management						
None	218	52%	110,000	159,307	200,000	162,077
1 to 5 years	152	36%	120,000	150,000	192,000	165,762
6 years or more	47	11%	140,000	180,000	211,372	187,109
Critical Chain Project Management						
None	163	39%	108,000	152,000	192,000	159,462
1 to 5 years	161	39%	115,600	155,000	192,000	160,986
6 years or more	93	22%	144,000	180,000	216,000	187,439
Waterfall Project Management						
None	65	15%	96,000	134,400	184,000	152,113
1 to 5 years	127	29%	110,000	146,000	180,000	150,139
6 years or more	242	56%	130,000	171,660	205,000	176,227
Risk Management						
None	26	6%	110,000	131,800	170,400	141,173
1 to 5 years	176	40%	104,000	140,000	180,000	145,539

6 years or more	233	54%	141,000	175,000	216,000	184,222
Change Management						
None	33	8%	100,000	134,000	168,000	139,645
1 to 5 years	172	40%	110,000	150,000	193,500	156,494
6 years or more	229	53%	130,000	168,000	201,600	176,377
Resource Management						
None	38	9%	108,000	140,000	157,092	138,137
1 to 5 years	164	38%	102,000	140,000	180,000	144,723
6 years or more	234	54%	140,000	178,000	216,000	184,504

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	14	3%	72,000	100,000	148,000	119,343
3 < 5 years	49	11%	88,000	120,000	171,000	131,660
5 < 10 years	213	47%	120,000	150,000	186,000	157,038
10 < 15 years	102	22%	122,000	172,900	216,000	175,716
15 < 20 years	56	12%	150,000	180,000	231,000	199,905
20 years or more	23	5%	150,000	200,000	282,179	206,833

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	15	3%	100,000	120,000	186,504	154,100
Some college or Associate's degree	3	1%	--	--	--	--
4-year college degree	16	4%	81,600	141,000	181,200	145,144
Master's degree	343	75%	120,000	159,600	200,000	165,513
Doctoral degree	80	18%	120,000	166,500	207,500	170,951

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	83	18%	102,000	152,000	192,000	153,342
No degree in PM	373	82%	120,000	160,000	200,000	167,691

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	365	80%	122,500	165,500	200,000	170,858
PMP for less than 1 year	8	2%	--	--	--	--
PMP for 1 < 5 years	226	63%	120,000	150,000	180,000	156,134
PMP for 5 < 10 years	97	27%	144,000	188,400	220,000	189,860
PMP for 10 < 20 years	30	8%	166,200	202,000	240,000	222,353
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP Certification	92	20%	93,000	125,500	180,000	142,204

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	178	39%	120,000	161,000	200,000	164,397
5 to 9 days	147	32%	120,000	156,000	200,000	167,397
10 days or more	129	28%	120,000	152,000	190,800	162,869

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	339	76%	121,650	165,600	200,000	170,740
Female	105	24%	95,000	130,000	180,000	143,516

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	26	6%	90,000	117,500	200,000	140,708
Consulting	35	8%	152,000	200,000	280,000	219,950
Customer Service/Public Relations	5	1%	--	--	--	--
Engineering	14	3%	96,000	140,000	165,000	142,857
Finance	12	3%	156,546	185,000	294,000	219,201
Human Resources	3	1%	--	--	--	--
Information Technology/Information Systems	139	30%	120,000	160,000	190,000	161,669
Operations/Manufacturing	13	3%	105,000	120,000	152,000	129,137
Project Management Department or PMO	173	38%	110,000	151,200	190,000	156,308
Quality Management	6	1%	--	--	--	--
Research and Development	14	3%	142,000	171,400	197,000	181,679
Sales/Marketing	7	2%	--	--	--	--
Supply Chain Management/Logistics	1	*	--	--	--	--
Training/Education	1	*	--	--	--	--
Other	8	2%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	3	1%	--	--	--	--
Business services	6	1%	--	--	--	--
Construction	4	1%	--	--	--	--
Consulting	35	8%	156,000	200,000	270,000	212,546
Engineering	21	5%	93,000	150,000	190,000	159,310
Financial services	80	18%	120,000	159,500	192,317	157,849
Food and beverage	2	*	--	--	--	--
Government	4	1%	--	--	--	--
Healthcare	7	2%	--	--	--	--
Information technology	186	41%	110,000	150,000	186,504	155,127
Insurance	3	1%	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	21	5%	150,000	171,000	214,000	188,513
Pharmaceuticals	14	3%	129,000	196,000	243,600	199,815
Real Estate	2	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	1	*	--	--	--	--
Telecommunications	41	9%	129,000	170,000	200,000	165,839
Training/Education	7	2%	--	--	--	--
Utility	4	1%	--	--	--	--
Other	16	4%	109,000	138,000	185,480	142,892

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	148	33%	131,000	175,260	216,000	180,995
Construction	19	4%	115,000	168,000	220,000	179,116
Engineering	52	11%	103,500	151,500	192,000	157,040
Information Technology	324	71%	120,000	161,000	200,000	167,179
Manufacturing	24	5%	150,000	198,500	235,000	199,972
Operations	93	20%	130,000	170,000	216,000	173,996
Quality Management	43	9%	130,000	160,000	216,000	182,845
Regulatory Compliance	56	12%	129,000	171,000	202,800	176,992
Research and Development	61	13%	140,000	170,000	200,000	181,655
Supply Chain						
Management/Logistics	25	6%	110,000	150,000	218,316	169,973
Other	32	7%	101,000	144,500	190,000	153,886

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	24	5%	101,500	140,000	185,400	156,920
100 to 299	35	8%	120,000	159,013	200,000	158,425
300 to 999	39	9%	120,000	162,000	200,000	167,030
1,000 to 2,499	33	7%	120,000	165,500	192,000	162,545
2,500 to 4,999	40	9%	120,000	171,900	197,500	167,896
5,000 to 9,999	37	8%	115,000	145,000	200,000	163,565
10,000 or more	249	54%	120,000	157,092	200,000	166,623

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	45	12%	108,000	140,000	211,372	161,449
5-9 people	122	33%	115,600	150,000	197,000	158,316
10-14 people	81	22%	124,038	171,000	201,000	175,469
15-19 people	39	11%	120,000	168,000	188,400	164,387
20 or more people	83	22%	140,000	165,000	216,000	182,788

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	69	17%	100,000	134,000	176,000	139,792
\$100,000 to \$499,999	136	33%	120,000	156,804	191,000	159,375
\$500,000 to \$999,999	65	16%	115,200	156,000	200,000	162,544
\$1 million to \$10 million	119	29%	145,000	174,000	216,000	181,978
More than \$10 million	28	7%	153,500	194,500	255,200	218,263

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	137	30%
Yes - Informal	173	38%
No	121	27%
Don't Know	24	5%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	66	21%
Yes - Informal	146	48%
No	60	20%
Don't Know	35	11%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	208	46%
Yes - Informal	127	28%
No	85	19%
Don't Know	30	7%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	16	4%	19	4%	418	93%
Director of Project Management Office (PMO)	1	4%	2	8%	23	88%
Portfolio Manager	2	6%	2	6%	31	91%
Program Manager	4	5%	3	4%	70	91%
Project Manager III	4	3%	4	3%	126	94%
Project Manager II	3	3%	5	5%	94	93%
Project Manager I	2	5%	1	2%	41	93%
Project Management Specialist	--	*	2	11%	16	89%
Project Management Consultant	--	*	--	*	17	100%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	27%	343	76%	223	49%
Director of Project Management Office (PMO)	19	73%	23	88%	11	42%
Portfolio Manager	13	38%	27	79%	17	50%
Program Manager	25	32%	56	72%	43	55%
Project Manager III	28	21%	112	84%	61	46%
Project Manager II	19	19%	77	76%	54	53%
Project Manager I	12	27%	32	73%	18	41%
Project Management Specialist	2	11%	9	50%	14	78%
Project Management Consultant	4	24%	7	41%	5	29%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	429	21.2	433	24.1
Director of Project Management Office (PMO)	25	19.4	25	23.1
Portfolio Manager	33	19.4	34	22.4
Program Manager	74	22.0	76	24.3
Project Manager III	126	22.2	128	25.3
Project Manager II	95	21.9	97	24.4
Project Manager I	42	20.0	41	23.0
Project Management Specialist	18	19.9	16	24.4
Project Management Consultant	16	16.4	16	18.4

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	91	20%	32	7%	35	8%
Director of Project Management Office (PMO)	2	8%	2	8%	5	20%
Portfolio Manager	6	18%	2	6%	2	6%
Program Manager	14	18%	4	5%	10	13%
Project Manager III	36	27%	10	7%	5	4%
Project Manager II	21	21%	9	9%	6	6%
Project Manager I	6	14%	3	7%	4	9%
Project Management Specialist	4	22%	2	11%	--	*
Project Management Consultant	2	12%	--	*	3	18%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	451	39.9	452	43.7
Director of Project Management Office (PMO)	26	39.7	26	45.8
Portfolio Manager	32	39.9	33	47.4
Program Manager	78	39.9	78	44.0
Project Manager III	135	39.8	135	43.2
Project Manager II	101	40.0	102	43.0
Project Manager I	44	40.0	44	43.6
Project Management Specialist	18	40.2	18	41.4
Project Management Consultant	17	39.5	16	43.5

Annualized Salary by Position Description - Self-Employed Only

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	7	9%	--	--	--	--
Portfolio Manager	9	11%	--	--	--	--
Program Manager	17	22%	150,000	180,000	200,000	180,591
Project Manager III	18	23%	144,000	180,000	185,000	165,544
Project Manager II	16	20%	120,000	154,507	177,400	151,313
Project Manager I	5	6%	--	--	--	--
Project Management Specialist	1	1%	--	--	--	--
Project Management Consultant	6	8%	--	--	--	--

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	19	5%	192,000	220,000	300,000	227,263
Portfolio Manager	25	7%	151,200	180,000	234,000	198,864
Program Manager	61	16%	138,000	174,111	216,000	187,723
Project Manager III	118	31%	128,000	160,000	192,000	163,890
Project Manager II	86	23%	100,000	129,300	171,000	139,131
Project Manager I	40	11%	90,000	120,000	159,000	128,767
Project Management Specialist	18	5%	84,000	115,000	165,600	134,589
Project Management Consultant	11	3%	150,000	168,000	200,000	168,236

Qatar

Detailed Findings – All Respondents



Total Compensation (in Qatari Riyals)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	316	216,000	300,000	406,951	329,145
Total Compensation	316	244,300	360,000	522,000	396,977

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months		Next 12 Months			
	n=	Percent	Percent		
Decreased	20	6%	Decrease	13	4%
Remained the same	147	47%	Remain the same	105	33%
Increased less than 1%	4	1%	Increase less than 1%	10	3%
Increased 1% to 2.9%	32	10%	Increase 1% to 2.9%	27	9%
Increased 3% to 3.9%	24	8%	Increase 3% to 3.9%	26	8%
Increased 4% to 4.9%	23	7%	Increase 4% to 4.9%	29	9%
Increased 5% to 6.9%	25	8%	Increase 5% to 6.9%	33	10%
Increased 7% to 9.9%	10	3%	Increase 7% to 9.9%	18	6%
Increased 10% to 14.9%	16	5%	Increase 10% to 14.9%	33	10%
Increased 15% to 19.9%	5	2%	Increase 15% to 19.9%	5	2%
Increased 20% to 24.9%	5	2%	Increase 20% to 24.9%	9	3%
Increased 25% to 29.9%	1	*	Increase 25% to 29.9%	1	*
Increased 30% or greater	4	1%	Increase 30% or greater	7	2%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	10	3%	276,000	370,000	518,400	380,080
Portfolio Manager	14	4%	360,000	456,217	560,000	488,738
Program Manager	42	13%	250,000	360,000	450,000	376,473
Project Manager III	33	10%	294,500	417,600	504,000	394,246
Project Manager II	49	16%	260,000	332,400	444,000	378,882
Project Manager I	63	20%	198,000	264,000	360,000	267,532
Project Management Specialist	84	27%	180,000	240,000	337,450	272,654
Project Management Consultant	21	7%	228,000	300,000	360,000	296,281

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	1	*	--	--	--	--
3 < 5 years	5	2%	--	--	--	--
5 < 10 years	45	14%	168,000	228,000	264,000	224,089
10 < 15 years	89	28%	200,000	264,000	350,000	277,900
15 < 20 years	79	25%	260,000	360,000	444,000	372,318
20 years or more	97	31%	300,000	400,000	500,000	400,189

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	139	52%	213,000	288,000	396,000	316,528
1 to 5 years	89	33%	210,000	339,504	444,000	338,321
6 years or more	38	14%	240,000	324,900	380,000	336,276
Extreme Project Management						
None	144	54%	195,000	288,000	387,000	304,663
1 to 5 years	69	26%	240,000	325,800	456,000	366,991
6 years or more	53	20%	240,000	350,000	444,000	354,389
Process-Based Project Management						
None	80	29%	200,000	271,000	360,000	293,371
1 to 5 years	102	37%	228,000	309,000	407,400	342,689
6 years or more	91	33%	240,000	350,000	437,500	349,392
Event Chain Project Management						
None	174	67%	210,000	300,000	396,000	314,631
1 to 5 years	64	25%	229,000	324,000	434,967	341,016
6 years or more	22	8%	240,000	312,000	402,000	368,568
Project Portfolio Management						
None	128	47%	200,000	276,000	368,730	293,106
1 to 5 years	78	29%	225,000	300,000	407,400	332,511
6 years or more	66	24%	260,000	392,000	517,214	404,268
Program Management						
None	79	28%	190,000	259,200	332,400	267,817
1 to 5 years	105	38%	228,000	324,000	400,000	343,712
6 years or more	96	34%	240,000	360,000	453,000	372,455
Earned Value Management						
None	63	23%	231,000	300,000	400,000	322,243
1 to 5 years	114	41%	204,000	269,034	369,000	296,999
6 years or more	101	36%	240,000	360,000	470,000	372,177
Lean Project Management						
None	136	51%	216,000	298,050	380,250	315,989
1 to 5 years	91	34%	204,000	300,000	432,435	339,745
6 years or more	40	15%	259,000	324,000	411,000	342,703
Critical Chain Project Management						
None	122	46%	210,000	288,000	400,000	321,375
1 to 5 years	94	35%	216,000	300,000	400,000	318,193
6 years or more	51	19%	250,000	335,500	444,000	361,228
Waterfall Project Management						
None	173	66%	213,000	288,000	369,000	311,596
1 to 5 years	46	17%	264,000	360,000	450,000	377,302
6 years or more	44	17%	235,000	344,752	475,000	359,112
Risk Management						
None	35	12%	187,200	250,000	352,440	280,444
1 to 5 years	147	51%	198,000	264,000	360,000	290,276

6 years or more	109	37%	300,000	400,000	504,000	411,426
Change Management						
None	39	13%	160,000	240,000	288,000	234,779
1 to 5 years	123	43%	210,000	295,200	390,000	310,254
6 years or more	127	44%	260,000	360,000	470,000	383,548
Resource Management						
None	24	8%	180,000	241,500	356,220	289,527
1 to 5 years	112	39%	200,000	261,000	360,000	287,697
6 years or more	151	53%	259,200	360,000	444,000	367,432

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	5	2%	--	--	--	--
3 < 5 years	38	12%	140,000	193,600	246,000	193,858
5 < 10 years	115	36%	204,000	288,000	360,000	292,172
10 < 15 years	100	32%	240,000	360,000	453,000	369,276
15 < 20 years	34	11%	300,000	398,700	504,000	396,971
20 years or more	24	8%	405,751	460,000	540,000	468,027

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	1	*	--	--	--	--
Some college or Associate's degree	8	3%	--	--	--	--
4-year college degree	160	51%	210,000	298,050	376,500	308,846
Master's degree	135	43%	231,504	324,000	420,000	354,112
Doctoral degree	12	4%	245,000	365,000	543,344	388,391

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	74	24%	204,000	355,000	470,000	357,521
No degree in PM	240	76%	216,000	300,000	396,000	320,338

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	228	72%	217,800	312,000	420,000	339,419
PMP for less than 1 year	1	*	--	--	--	--
PMP for 1 < 5 years	146	67%	200,000	294,850	380,000	311,632
PMP for 5 < 10 years	55	25%	264,000	360,000	480,000	388,247
PMP for 10 < 20 years	15	7%	384,000	480,000	564,000	486,106
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP Certification	88	28%	210,000	270,000	390,000	302,525

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	165	54%	228,000	312,000	420,000	346,792
5 to 9 days	61	20%	216,000	300,000	402,000	324,661
10 days or more	77	25%	200,000	300,000	406,501	311,393

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	285	94%	216,000	300,000	406,501	330,363
Female	19	6%	200,000	264,000	360,000	303,805

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	30	9%	150,000	288,000	420,000	315,980
Consulting	35	11%	228,000	294,500	396,000	332,656
Customer Service/Public Relations	1	*	--	--	--	--
Engineering	48	15%	209,400	276,000	394,020	308,183
Finance	2	1%	--	--	--	--
Human Resources	4	1%	--	--	--	--
Information Technology/Information Systems	31	10%	200,000	300,000	368,460	322,137
Operations/Manufacturing	7	2%	--	--	--	--
Project Management Department or PMO	128	41%	230,000	330,200	420,000	341,722
Quality Management	10	3%	156,000	199,500	240,000	248,800
Research and Development	1	*	--	--	--	--
Sales/Marketing	4	1%	--	--	--	--
Supply Chain Management/Logistics	3	1%	--	--	--	--
Training/Education	--	*	--	--	--	--
Other	12	4%	265,752	355,000	481,407	368,527

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	1	*	--	--	--	--
Business services	1	*	--	--	--	--
Construction	126	40%	200,000	288,000	390,000	298,877
Consulting	41	13%	240,000	324,000	402,000	349,001
Engineering	45	14%	228,000	295,200	407,400	319,748
Financial services	3	1%	--	--	--	--
Food and beverage	--	*	--	--	--	--
Government	8	3%	--	--	--	--
Healthcare	11	3%	150,000	360,000	492,000	361,818
Information technology	21	7%	204,000	339,504	437,500	328,957
Insurance	1	*	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	5	2%	--	--	--	--
Pharmaceuticals	--	*	--	--	--	--
Real Estate	3	1%	--	--	--	--
Resources (Agriculture, Mining, etc.)	22	7%	240,000	350,000	585,000	394,610
Telecommunications	14	4%	260,000	391,020	480,000	397,794
Training/Education	--	*	--	--	--	--
Utility	2	1%	--	--	--	--
Other	12	4%	193,000	275,000	402,800	313,075

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	31	10%	204,000	324,000	470,000	358,694
Construction	216	69%	214,500	300,000	418,800	324,334
Engineering	110	35%	228,000	324,000	432,000	349,259
Information Technology	54	17%	240,000	332,652	400,000	340,652
Manufacturing	9	3%	--	--	--	--
Operations	31	10%	240,000	360,000	461,000	361,635
Quality Management	22	7%	180,000	275,000	432,000	320,127
Regulatory Compliance	8	3%	--	--	--	--
Research and Development	8	3%	--	--	--	--
Supply Chain						
Management/Logistics	7	2%	--	--	--	--
Other	10	3%	231,504	360,900	585,000	395,281

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	20	6%	228,000	282,000	360,000	298,021
100 to 299	35	11%	180,000	288,000	445,600	317,843
300 to 999	84	27%	205,000	288,000	391,020	308,437
1,000 to 2,499	45	14%	210,000	276,000	369,000	325,232
2,500 to 4,999	42	13%	204,000	288,000	400,000	305,498
5,000 to 9,999	38	12%	231,000	324,000	420,000	332,250
10,000 or more	52	16%	281,034	390,000	503,538	402,390

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	39	17%	180,000	288,000	396,000	302,596
5-9 people	50	21%	231,504	300,000	444,000	347,183
10-14 people	35	15%	250,000	350,000	425,000	348,350
15-19 people	30	13%	210,000	317,000	400,000	342,618
20 or more people	82	35%	250,000	360,000	432,435	355,490

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	12	4%	180,000	240,752	300,000	284,625
\$100,000 to \$499,999	31	11%	180,000	274,068	360,000	301,063
\$500,000 to \$999,999	26	9%	230,000	282,000	420,000	338,582
\$1 million to \$10 million	80	28%	222,000	326,000	410,000	336,090
More than \$10 million	140	48%	229,000	324,000	425,750	339,551

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	55	18%
Yes - Informal	146	47%
No	84	27%
Don't Know	26	8%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	45	23%
Yes - Informal	120	60%
No	19	10%
Don't Know	15	8%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	106	35%
Yes - Informal	103	34%
No	72	24%
Don't Know	25	8%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	6	2%	6	2%	299	96%
Director of Project Management Office (PMO)	1	10%	--	*	9	90%
Portfolio Manager	1	8%	1	8%	11	85%
Program Manager	1	2%	2	5%	39	93%
Project Manager III	1	3%	2	6%	31	94%
Project Manager II	--	*	--	*	49	100%
Project Manager I	2	3%	1	2%	59	95%
Project Management Specialist	--	*	--	*	80	100%
Project Management Consultant	--	*	--	*	21	100%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	64%	183	59%	113	36%
Director of Project Management Office (PMO)	9	90%	9	90%	3	30%
Portfolio Manager	10	77%	10	77%	6	46%
Program Manager	26	62%	30	71%	16	38%
Project Manager III	19	58%	24	73%	14	42%
Project Manager II	29	59%	29	59%	16	33%
Project Manager I	42	67%	33	52%	18	29%
Project Management Specialist	52	65%	36	45%	30	38%
Project Management Consultant	11	52%	12	57%	10	48%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	302	27.9	205	32.4
Director of Project Management Office (PMO)	10	29.2	9	35.6
Portfolio Manager	12	28.3	11	35.2
Program Manager	42	26.7	30	31.3
Project Manager III	33	29.3	24	34.0
Project Manager II	48	28.5	26	29.3
Project Manager I	59	28.6	44	34.3
Project Management Specialist	78	27.1	48	31.7
Project Management Consultant	20	28.0	13	30.3

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	60	20%	11	4%	18	6%
Director of Project Management Office (PMO)	1	11%	1	11%	--	*
Portfolio Manager	4	31%	1	8%	1	8%
Program Manager	6	15%	1	3%	2	5%
Project Manager III	6	18%	--	*	4	12%
Project Manager II	8	17%	2	4%	2	4%
Project Manager I	13	22%	2	3%	4	7%
Project Management Specialist	19	25%	3	4%	4	5%
Project Management Consultant	3	14%	1	5%	1	5%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	308	44.2	298	49.6
Director of Project Management Office (PMO)	10	43.7	10	49.2
Portfolio Manager	13	41.7	13	52.3
Program Manager	42	42.5	40	49.2
Project Manager III	33	43.5	33	49.1
Project Manager II	49	44.0	46	49.6
Project Manager I	62	44.5	59	50.0
Project Management Specialist	79	45.8	76	50.2
Project Management Consultant	20	44.0	21	46.1

Annualized Salary by Position Description - Self-Employed Only

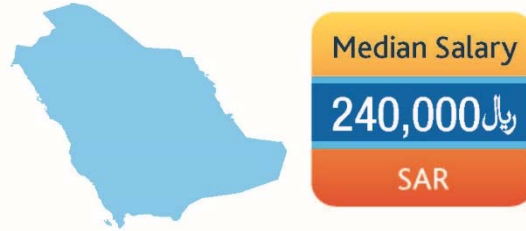
Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	--	*	--	--	--	--
Portfolio Manager	1	4%	--	--	--	--
Program Manager	5	18%	--	--	--	--
Project Manager III	4	14%	--	--	--	--
Project Manager II	4	14%	--	--	--	--
Project Manager I	8	29%	--	--	--	--
Project Management Specialist	5	18%	--	--	--	--
Project Management Consultant	1	4%	--	--	--	--

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	10	3%	276,000	370,000	518,400	380,080
Portfolio Manager	13	5%	360,000	480,000	560,000	495,564
Program Manager	37	13%	238,000	350,000	420,000	351,456
Project Manager III	29	10%	294,500	384,000	504,000	387,176
Project Manager II	45	16%	260,000	328,000	420,000	376,320
Project Manager I	55	19%	200,000	264,000	360,000	270,664
Project Management Specialist	79	27%	180,000	240,000	339,400	271,220
Project Management Consultant	20	7%	222,000	288,000	380,000	293,095

Saudi Arabia

Detailed Findings – All Respondents



Total Compensation (in Saudi Riyals)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	414	173,352	240,000	360,000	274,790
Total Compensation	414	195,000	286,500	400,000	319,291

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months		Next 12 Months			
	n=	Percent	Percent		
Decreased	28	7%	Decrease	29	7%
Remained the same	180	43%	Remain the same	126	30%
Increased less than 1%	14	3%	Increase less than 1%	11	3%
Increased 1% to 2.9%	41	10%	Increase 1% to 2.9%	34	8%
Increased 3% to 3.9%	32	8%	Increase 3% to 3.9%	39	9%
Increased 4% to 4.9%	22	5%	Increase 4% to 4.9%	35	8%
Increased 5% to 6.9%	23	6%	Increase 5% to 6.9%	41	10%
Increased 7% to 9.9%	22	5%	Increase 7% to 9.9%	29	7%
Increased 10% to 14.9%	21	5%	Increase 10% to 14.9%	35	8%
Increased 15% to 19.9%	8	2%	Increase 15% to 19.9%	12	3%
Increased 20% to 24.9%	2	*	Increase 20% to 24.9%	8	2%
Increased 25% to 29.9%	2	*	Increase 25% to 29.9%	1	*
Increased 30% or greater	19	5%	Increase 30% or greater	14	3%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	29	7%	300,000	440,000	516,000	422,072
Portfolio Manager	23	6%	240,000	360,000	430,000	363,100
Program Manager	53	13%	240,000	280,000	360,000	293,052
Project Manager III	66	16%	192,000	300,000	432,000	329,994
Project Manager II	51	12%	180,000	216,000	300,000	246,766
Project Manager I	87	21%	126,000	200,000	300,000	221,279
Project Management Specialist	75	18%	144,000	192,000	300,000	225,611
Project Management Consultant	30	7%	138,000	216,000	281,600	236,774

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	--	*	--	--	--	--
3 < 5 years	13	3%	120,000	168,000	180,000	160,030
5 < 10 years	82	20%	120,000	167,428	255,768	194,506
10 < 15 years	125	30%	180,000	232,500	312,000	255,177
15 < 20 years	103	25%	198,000	264,000	360,000	293,475
20 years or more	91	22%	240,000	360,000	480,000	369,320

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	157	45%	150,600	220,000	350,000	262,113
1 to 5 years	137	40%	190,000	262,000	360,000	280,425
6 years or more	52	15%	210,000	300,000	431,000	321,150
Extreme Project Management						
None	175	50%	149,000	220,000	343,695	258,919
1 to 5 years	107	30%	184,560	279,600	360,000	283,986
6 years or more	69	20%	216,000	300,000	396,000	322,463
Process-Based Project Management						
None	85	23%	150,000	220,000	312,000	254,345
1 to 5 years	167	46%	156,000	222,000	330,000	257,110
6 years or more	114	31%	225,000	300,000	410,000	330,736
Event Chain Project Management						
None	213	61%	163,200	240,000	356,000	267,013
1 to 5 years	86	25%	184,560	252,884	360,000	288,553
6 years or more	49	14%	210,000	267,000	410,000	312,130
Project Portfolio Management						
None	179	50%	138,000	210,000	300,000	233,659
1 to 5 years	117	33%	210,000	300,000	400,000	316,421
6 years or more	60	17%	213,000	300,000	468,000	340,174
Program Management						
None	118	32%	120,000	187,050	250,000	212,283
1 to 5 years	141	39%	192,000	270,000	360,000	288,064
6 years or more	107	29%	216,000	324,000	450,450	338,342
Earned Value Management						
None	94	26%	168,000	217,200	336,000	254,701
1 to 5 years	161	44%	150,000	240,000	360,000	266,612
6 years or more	112	31%	213,000	300,000	367,561	307,570
Lean Project Management						
None	182	52%	158,000	238,800	356,000	264,201
1 to 5 years	105	30%	170,000	241,980	354,000	274,151
6 years or more	65	18%	216,000	300,000	444,000	327,437
Critical Chain Project Management						
None	152	44%	150,000	229,200	349,848	266,712
1 to 5 years	127	36%	170,400	240,000	350,000	266,691
6 years or more	70	20%	216,000	300,000	410,000	316,828
Waterfall Project Management						
None	189	53%	164,856	240,000	350,000	274,667
1 to 5 years	98	28%	156,000	226,200	300,000	247,480
6 years or more	69	19%	216,000	324,000	426,000	325,610
Risk Management						
None	54	15%	131,000	181,500	237,600	199,123
1 to 5 years	196	53%	169,000	240,000	346,848	266,636

6 years or more	122	33%	216,600	300,000	420,000	328,214
Change Management						
None	60	16%	144,000	192,000	318,000	234,226
1 to 5 years	158	43%	158,000	235,422	324,000	260,732
6 years or more	149	41%	216,000	300,000	410,000	321,218
Resource Management						
None	41	11%	131,000	189,240	240,000	212,155
1 to 5 years	178	48%	150,000	221,000	324,000	253,322
6 years or more	152	41%	216,300	300,000	428,000	323,675

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	18	4%	112,944	138,000	200,000	154,644
3 < 5 years	55	13%	126,000	170,000	200,400	181,745
5 < 10 years	170	41%	156,000	240,000	324,000	257,542
10 < 15 years	108	26%	210,000	300,000	368,000	308,580
15 < 20 years	38	9%	240,000	358,000	440,000	350,415
20 years or more	25	6%	240,000	444,000	540,176	422,361

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	5	1%	--	--	--	--
Some college or Associate's degree	16	4%	165,000	216,305	330,000	245,323
4-year college degree	223	54%	154,080	216,000	306,000	245,219
Master's degree	161	39%	200,000	300,000	393,000	311,173
Doctoral degree	9	2%	--	--	--	--

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	93	23%	192,000	273,048	375,122	303,686
No degree in PM	318	77%	168,000	240,000	360,000	265,970

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	317	77%	180,000	262,000	360,000	284,953
PMP for less than 1 year	6	2%	--	--	--	--
PMP for 1 < 5 years	189	62%	170,000	237,600	300,000	247,638
PMP for 5 < 10 years	90	30%	240,000	355,000	450,146	351,896
PMP for 10 < 20 years	18	6%	360,000	367,561	500,000	426,173
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP Certification	97	23%	144,000	216,000	300,000	241,579

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	196	49%	156,000	240,000	360,000	265,265
5 to 9 days	59	15%	200,000	285,000	393,000	304,534
10 days or more	149	37%	180,000	240,000	350,000	278,992

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	385	99%	172,800	240,000	360,000	271,275
Female	4	1%	--	--	--	--

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	24	6%	171,750	248,250	318,000	284,083
Consulting	26	6%	156,000	250,000	375,122	281,539
Customer Service/Public Relations	1	*	--	--	--	--
Engineering	65	16%	132,900	180,000	262,000	214,665
Finance	3	1%	--	--	--	--
Human Resources	2	*	--	--	--	--
Information Technology/Information Systems	38	9%	192,000	300,000	360,000	291,083
Operations/Manufacturing	7	2%	--	--	--	--
Project Management Department or PMO	220	53%	189,050	250,000	373,500	290,836
Quality Management	4	1%	--	--	--	--
Research and Development	2	*	--	--	--	--
Sales/Marketing	1	*	--	--	--	--
Supply Chain Management/Logistics	6	1%	--	--	--	--
Training/Education	2	*	--	--	--	--
Other	13	3%	210,000	300,000	336,000	309,076

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	7	2%	--	--	--	--
Business services	2	*	--	--	--	--
Construction	100	24%	142,875	219,300	314,613	247,169
Consulting	34	8%	180,000	262,500	420,000	291,785
Engineering	59	14%	150,000	216,000	300,000	245,499
Financial services	6	1%	--	--	--	--
Food and beverage	--	*	--	--	--	--
Government	20	5%	149,500	240,000	366,000	261,442
Healthcare	6	1%	--	--	--	--
Information technology	38	9%	200,000	256,000	330,000	264,200
Insurance	1	*	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	18	4%	200,000	222,200	432,000	322,522
Pharmaceuticals	1	*	--	--	--	--
Real Estate	9	2%	--	--	--	--
Resources (Agriculture, Mining, etc.)	25	6%	200,000	290,000	403,350	332,197
Telecommunications	49	12%	220,000	300,000	393,000	306,184
Training/Education	9	2%	--	--	--	--
Utility	14	3%	148,260	222,000	300,000	233,590
Other	16	4%	192,600	267,500	408,000	304,571

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	72	17%	200,000	290,000	396,500	314,026
Construction	210	51%	156,000	240,000	336,000	261,369
Engineering	165	40%	170,000	240,000	360,000	276,084
Information Technology	125	30%	200,000	288,000	375,122	300,458
Manufacturing	25	6%	240,000	300,000	432,000	359,242
Operations	68	16%	191,000	271,524	360,000	300,358
Quality Management	45	11%	180,000	300,000	426,000	315,823
Regulatory Compliance	15	4%	230,844	360,000	420,000	330,874
Research and Development	27	7%	180,000	216,000	322,000	260,562
Supply Chain						
Management/Logistics	27	7%	154,080	237,600	317,226	273,985
Other	22	5%	154,080	294,000	440,000	304,291

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	19	5%	122,500	210,000	300,000	224,763
100 to 299	53	13%	170,000	220,000	315,000	252,143
300 to 999	66	16%	150,000	200,000	288,000	236,751
1,000 to 2,499	73	18%	164,856	240,000	354,000	280,512
2,500 to 4,999	40	10%	200,000	285,000	367,500	284,537
5,000 to 9,999	60	14%	169,350	240,000	360,000	279,113
10,000 or more	103	25%	198,000	290,000	400,000	309,688

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	30	9%	175,200	235,422	324,000	276,071
5-9 people	82	25%	180,000	286,000	360,000	288,824
10-14 people	58	18%	200,000	285,000	393,000	306,222
15-19 people	30	9%	192,000	240,000	320,460	261,983
20 or more people	123	38%	180,000	240,000	360,000	274,786

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	28	7%	120,000	170,800	247,200	203,437
\$100,000 to \$499,999	44	12%	152,040	229,200	309,427	249,971
\$500,000 to \$999,999	27	7%	150,000	200,000	360,000	258,156
\$1 million to \$10 million	112	29%	180,900	240,000	348,000	269,942
More than \$10 million	170	45%	184,560	273,000	400,000	302,824

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	89	22%
Yes - Informal	177	44%
No	106	26%
Don't Know	34	8%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	68	26%
Yes - Informal	158	60%
No	22	8%
Don't Know	15	6%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	142	36%
Yes - Informal	135	34%
No	89	22%
Don't Know	31	8%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	10	2%	10	2%	382	95%
Director of Project Management Office (PMO)	2	7%	--	*	27	93%
Portfolio Manager	--	*	2	10%	19	90%
Program Manager	2	4%	2	4%	47	92%
Project Manager III	--	*	1	2%	61	98%
Project Manager II	4	8%	3	6%	44	86%
Project Manager I	--	*	1	1%	84	99%
Project Management Specialist	1	1%	1	1%	71	97%
Project Management Consultant	1	3%	--	*	29	97%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	73%	186	46%	126	31%
Director of Project Management Office (PMO)	18	62%	15	52%	9	31%
Portfolio Manager	19	86%	15	68%	5	23%
Program Manager	42	79%	24	45%	24	45%
Project Manager III	50	82%	43	70%	19	31%
Project Manager II	30	59%	15	29%	11	22%
Project Manager I	67	78%	39	45%	28	33%
Project Management Specialist	52	71%	23	32%	21	29%
Project Management Consultant	19	63%	12	40%	9	30%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	383	27.9	266	34.6
Director of Project Management Office (PMO)	24	29.1	19	30.4
Portfolio Manager	21	29.5	15	36.5
Program Manager	50	28.0	41	36.6
Project Manager III	63	27.9	40	33.5
Project Manager II	48	25.6	37	32.3
Project Manager I	77	28.4	48	35.7
Project Management Specialist	71	28.2	48	35.1
Project Management Consultant	29	27.4	18	35.7

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	125	32%	43	11%	29	7%
Director of Project Management Office (PMO)	11	41%	2	7%	1	4%
Portfolio Manager	6	29%	4	19%	2	10%
Program Manager	24	48%	3	6%	3	6%
Project Manager III	18	30%	9	15%	7	11%
Project Manager II	12	25%	4	8%	8	17%
Project Manager I	18	23%	9	11%	5	6%
Project Management Specialist	27	38%	8	11%	3	4%
Project Management Consultant	9	30%	4	13%	--	*

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	408	43.4	393	47.7
Director of Project Management Office (PMO)	29	42.0	29	48.7
Portfolio Manager	22	42.2	21	48.5
Program Manager	53	42.3	52	47.3
Project Manager III	65	43.1	64	48.8
Project Manager II	51	42.8	50	44.9
Project Manager I	85	45.0	81	48.9
Project Management Specialist	74	44.2	70	47.7
Project Management Consultant	29	43.4	26	45.4

Annualized Salary by Position Description - Self-Employed Only

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	1	2%	--	--	--	--
Portfolio Manager	1	2%	--	--	--	--
Program Manager	8	19%	--	--	--	--
Project Manager III	8	19%	--	--	--	--
Project Manager II	10	23%	180,000	205,000	240,000	215,840
Project Manager I	5	12%	--	--	--	--
Project Management Specialist	9	21%	--	--	--	--
Project Management Consultant	1	2%	--	--	--	--

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	28	8%	291,000	460,000	519,000	421,718
Portfolio Manager	22	6%	240,000	360,000	430,000	363,240
Program Manager	45	12%	228,000	276,000	350,000	284,227
Project Manager III	58	16%	200,400	300,000	410,000	331,035
Project Manager II	41	11%	180,000	240,000	320,460	254,309
Project Manager I	82	22%	126,000	204,900	300,000	223,988
Project Management Specialist	66	18%	144,000	188,670	285,000	223,957
Project Management Consultant	29	8%	138,000	216,000	281,600	240,128

Singapore

Detailed Findings – All Respondents



Total Compensation (in Singapore Dollars)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	665	73,200	95,000	124,000	103,912
Total Compensation	665	81,900	109,000	146,200	121,614

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months			Next 12 Months		
	n=	Percent		n=	Percent
Decreased	21	3%	Decrease	17	3%
Remained the same	179	27%	Remain the same	109	16%
Increased less than 1%	25	4%	Increase less than 1%	28	4%
Increased 1% to 2.9%	121	18%	Increase 1% to 2.9%	124	19%
Increased 3% to 3.9%	114	17%	Increase 3% to 3.9%	125	19%
Increased 4% to 4.9%	61	9%	Increase 4% to 4.9%	73	11%
Increased 5% to 6.9%	50	8%	Increase 5% to 6.9%	79	12%
Increased 7% to 9.9%	31	5%	Increase 7% to 9.9%	26	4%
Increased 10% to 14.9%	32	5%	Increase 10% to 14.9%	50	8%
Increased 15% to 19.9%	15	2%	Increase 15% to 19.9%	12	2%
Increased 20% to 24.9%	9	1%	Increase 20% to 24.9%	11	2%
Increased 25% to 29.9%	3	*	Increase 25% to 29.9%	1	*
Increased 30% or greater	4	1%	Increase 30% or greater	10	2%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	24	4%	115,000	149,153	210,250	164,746
Portfolio Manager	30	5%	110,000	145,000	200,000	154,617
Program Manager	118	18%	97,200	120,000	150,000	127,722
Project Manager III	138	21%	80,000	102,000	130,000	108,830
Project Manager II	144	22%	75,000	90,000	108,775	94,263
Project Manager I	145	22%	60,000	74,000	90,000	75,579
Project Management Specialist	39	6%	56,040	69,000	108,000	80,951
Project Management Consultant	27	4%	72,000	96,000	120,000	101,076

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	1	*	--	--	--	--
3 < 5 years	6	1%	--	--	--	--
5 < 10 years	110	17%	55,000	65,500	80,000	70,900
10 < 15 years	194	29%	72,000	85,000	115,000	95,419
15 < 20 years	167	25%	83,000	100,000	125,000	111,294
20 years or more	187	28%	90,900	120,000	155,000	127,562

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	214	35%	63,000	80,450	114,400	95,387
1 to 5 years	299	50%	75,600	96,000	129,120	105,469
6 years or more	91	15%	85,000	110,000	142,460	119,850
Extreme Project Management						
None	402	68%	72,300	92,950	120,000	102,187
1 to 5 years	121	20%	70,900	84,000	117,000	96,382
6 years or more	68	12%	94,250	120,000	150,000	128,820
Process-Based Project Management						
None	160	26%	71,750	89,850	117,900	99,397
1 to 5 years	257	42%	64,000	84,000	115,000	94,407
6 years or more	192	32%	84,620	112,364	150,000	121,166
Event Chain Project Management						
None	385	65%	73,000	90,000	120,000	101,354
1 to 5 years	137	23%	68,160	95,000	120,000	101,010
6 years or more	68	12%	87,500	108,000	149,500	121,699
Project Portfolio Management						
None	242	40%	70,900	81,950	115,000	93,017
1 to 5 years	250	42%	72,000	91,600	120,000	101,971
6 years or more	110	18%	90,000	116,000	151,200	129,287
Program Management						
None	209	34%	65,710	80,000	100,000	84,387
1 to 5 years	258	42%	73,000	97,298	129,000	104,117
6 years or more	153	25%	96,000	120,000	155,804	133,155
Earned Value Management						
None	250	42%	72,000	90,000	120,000	101,465
1 to 5 years	236	39%	71,450	87,980	120,000	97,376
6 years or more	115	19%	96,000	118,200	150,000	126,916
Lean Project Management						
None	283	47%	70,000	90,000	120,000	98,814
1 to 5 years	224	37%	72,000	90,000	125,500	102,844
6 years or more	97	16%	90,000	111,000	149,000	121,636
Critical Chain Project Management						
None	286	48%	72,000	90,000	120,000	102,291
1 to 5 years	197	33%	69,240	88,130	112,450	94,586
6 years or more	116	19%	90,000	116,950	149,500	121,899
Waterfall Project Management						
None	176	29%	67,600	84,500	114,068	94,386
1 to 5 years	190	31%	63,000	80,000	100,000	89,384
6 years or more	245	40%	90,000	114,400	144,000	122,620
Risk Management						
None	88	14%	70,000	82,000	112,500	94,465
1 to 5 years	310	50%	63,000	82,000	109,000	90,039

6 years or more	222	36%	92,300	120,000	150,000	128,865
Change Management						
None	60	10%	71,000	82,500	100,000	89,081
1 to 5 years	287	46%	60,000	80,000	108,000	89,523
6 years or more	276	44%	90,000	117,046	150,000	124,378
Resource Management						
None	76	12%	61,500	78,253	113,000	91,040
1 to 5 years	269	44%	66,000	80,000	100,000	88,117
6 years or more	272	44%	90,000	119,100	150,000	124,699

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th ⁿ Percentile	Median	75th Percentile	Mean
Less than 3 years	19	3%	60,000	78,000	102,000	83,342
3 < 5 years	73	11%	52,200	63,600	80,000	71,765
5 < 10 years	291	44%	70,000	82,000	107,585	90,081
10 < 15 years	161	24%	90,000	117,420	144,000	119,584
15 < 20 years	85	13%	103,350	129,600	168,000	139,807
20 years or more	36	5%	87,700	120,000	165,000	136,909

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	24	4%	73,800	90,000	110,200	99,956
Some college or Associate's degree	29	4%	60,000	70,000	96,000	77,645
4-year college degree	323	49%	70,000	85,000	115,000	95,104
Master's degree	271	41%	80,000	108,000	140,000	115,639
Doctoral degree	18	3%	84,000	111,000	170,000	132,978

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	103	16%	75,400	110,000	137,000	112,238
No degree in PM	561	84%	72,000	91,000	120,000	102,429

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	567	85%	75,000	97,000	126,000	106,473
PMP for less than 1 year	13	2%	60,000	80,000	124,800	88,515
PMP for 1 < 5 years	309	55%	71,500	84,000	110,000	94,223
PMP for 5 < 10 years	195	35%	88,400	110,000	132,000	116,446
PMP for 10 < 20 years	45	8%	112,728	149,000	180,000	152,699
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP Certification	98	15%	58,000	80,000	110,000	89,095

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	285	44%	72,000	90,000	125,000	102,681
5 to 9 days	243	38%	74,400	97,000	126,000	106,211
10 days or more	118	18%	78,000	95,450	120,000	102,610

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	508	78%	75,000	96,000	125,000	105,171
Female	141	22%	66,000	84,000	120,000	96,727

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	10	2%	59,976	76,500	180,000	109,372
Consulting	42	6%	79,000	110,000	130,000	119,831
Customer Service/Public Relations	5	1%	--	--	--	--
Engineering	59	9%	55,200	78,500	101,220	81,798
Finance	10	2%	100,000	112,200	138,000	121,752
Human Resources	7	1%	--	--	--	--
Information Technology/Information Systems	256	38%	75,000	92,066	123,500	103,534
Operations/Manufacturing	20	3%	78,697	100,000	149,000	114,784
Project Management Department or PMO	192	29%	75,000	99,450	130,000	108,069
Quality Management	4	1%	--	--	--	--
Research and Development	20	3%	82,250	93,000	118,710	99,211
Sales/Marketing	15	2%	63,000	80,000	120,000	99,527
Supply Chain Management/Logistics	9	1%	--	--	--	--
Training/Education	4	1%	--	--	--	--
Other	12	2%	81,500	99,168	116,300	104,528

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	6	1%	--	--	--	--
Business services	6	1%	--	--	--	--
Construction	34	5%	66,000	80,000	120,000	89,997
Consulting	33	5%	72,000	90,000	130,000	112,114
Engineering	60	9%	67,600	81,000	109,000	89,059
Financial services	88	13%	99,400	128,560	174,468	139,413
Food and beverage	11	2%	54,000	96,000	125,000	98,196
Government	40	6%	75,120	87,565	94,800	86,302
Healthcare	26	4%	56,040	91,450	134,390	93,945
Information technology	194	29%	72,000	90,902	120,000	102,234
Insurance	8	1%	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	53	8%	70,000	92,000	117,000	93,616
Pharmaceuticals	10	2%	80,500	95,500	130,000	104,105
Real Estate	2	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	21	3%	92,300	126,000	153,960	123,986
Telecommunications	28	4%	73,500	96,000	129,153	103,724
Training/Education	9	1%	--	--	--	--
Utility	2	*	--	--	--	--
Other	34	5%	74,400	93,698	120,000	98,560

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	154	23%	84,000	112,700	150,000	124,231
Construction	76	11%	67,800	86,563	120,000	97,105
Engineering	119	18%	62,595	82,000	108,000	91,317
Information Technology	427	64%	75,240	96,000	128,000	106,957
Manufacturing	48	7%	61,298	85,000	107,775	91,005
Operations	138	21%	74,400	98,450	130,000	106,772
Quality Management	54	8%	84,000	99,500	142,460	109,453
Regulatory Compliance	66	10%	88,400	114,700	155,804	126,373
Research and Development	51	8%	80,000	96,000	133,000	106,533
Supply Chain						
Management/Logistics	45	7%	85,000	108,000	143,000	114,672
Other	25	4%	81,000	96,000	130,000	107,711

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	50	8%	60,000	78,000	96,000	80,976
100 to 299	41	6%	72,000	80,000	108,000	87,104
300 to 999	56	8%	62,000	82,147	118,546	93,657
1,000 to 2,499	104	16%	69,300	80,000	100,000	88,323
2,500 to 4,999	72	11%	71,900	88,500	117,500	96,894
5,000 to 9,999	65	10%	72,000	100,000	120,000	98,725
10,000 or more	277	42%	84,000	110,000	150,000	121,506

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	101	20%	63,600	78,000	102,000	84,208
5-9 people	198	39%	77,500	98,950	123,000	103,653
10-14 people	96	19%	78,253	100,387	145,750	115,948
15-19 people	23	5%	78,000	92,000	130,000	105,125
20 or more people	93	18%	93,600	120,000	151,200	127,036

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	67	11%	56,550	78,000	96,000	81,376
\$100,000 to \$499,999	144	24%	69,120	84,500	110,000	92,463
\$500,000 to \$999,999	115	19%	75,000	92,300	125,000	101,203
\$1 million to \$10 million	218	36%	80,000	104,228	142,460	116,869
More than \$10 million	66	11%	80,000	109,000	150,000	116,973

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	163	25%
Yes - Informal	294	45%
No	157	24%
Don't Know	45	7%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	100	22%
Yes - Informal	248	55%
No	61	13%
Don't Know	43	10%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	231	35%
Yes - Informal	209	32%
No	168	26%
Don't Know	45	7%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	49	7%	48	7%	564	86%
Director of Project Management Office (PMO)	3	13%	1	4%	20	83%
Portfolio Manager	5	17%	2	7%	25	83%
Program Manager	17	15%	14	12%	86	74%
Project Manager III	9	7%	11	8%	117	86%
Project Manager II	4	3%	7	5%	133	93%
Project Manager I	7	5%	9	6%	126	89%
Project Management Specialist	3	8%	4	10%	32	82%
Project Management Consultant	1	4%	--	*	25	96%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	20%	370	56%	184	28%
Director of Project Management Office (PMO)	9	38%	15	63%	7	29%
Portfolio Manager	8	27%	19	63%	8	27%
Program Manager	28	24%	74	64%	49	42%
Project Manager III	29	21%	76	55%	38	28%
Project Manager II	24	17%	77	53%	39	27%
Project Manager I	24	17%	79	55%	29	20%
Project Management Specialist	4	10%	17	44%	8	21%
Project Management Consultant	5	19%	13	48%	6	22%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	633	17.0	577	20.3
Director of Project Management Office (PMO)	23	18.3	21	22.1
Portfolio Manager	27	18.4	26	21.8
Program Manager	109	17.5	103	21.0
Project Manager III	133	17.6	124	20.6
Project Manager II	137	16.9	126	20.1
Project Manager I	139	15.7	122	19.0
Project Management Specialist	38	16.6	34	20.3
Project Management Consultant	27	16.7	21	19.5

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	54	8%	160	25%	29	4%
Director of Project Management Office (PMO)	3	13%	10	42%	1	4%
Portfolio Manager	1	3%	8	28%	1	3%
Program Manager	11	9%	37	32%	5	4%
Project Manager III	10	7%	34	25%	5	4%
Project Manager II	15	11%	35	25%	7	5%
Project Manager I	10	7%	24	17%	4	3%
Project Management Specialist	1	3%	5	13%	3	8%
Project Management Consultant	3	11%	7	26%	3	11%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	650	41.3	649	48.5
Director of Project Management Office (PMO)	24	40.4	24	49.8
Portfolio Manager	30	40.1	30	50.2
Program Manager	111	41.2	112	49.2
Project Manager III	136	41.2	136	48.8
Project Manager II	141	41.0	142	47.7
Project Manager I	143	42.0	142	48.2
Project Management Specialist	38	41.6	37	47.6
Project Management Consultant	27	41.4	26	48.8

Annualized Salary by Position Description - Self-Employed Only

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	4	7%	--	--	--	--
Portfolio Manager	5	9%	--	--	--	--
Program Manager	8	14%	--	--	--	--
Project Manager III	15	26%	70,000	94,900	120,000	97,417
Project Manager II	8	14%	--	--	--	--
Project Manager I	16	28%	63,000	73,500	87,000	76,379
Project Management Specialist	--	*	--	--	--	--
Project Management Consultant	2	3%	--	--	--	--

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	20	3%	120,000	164,000	224,250	172,916
Portfolio Manager	25	4%	110,400	150,000	200,000	161,300
Program Manager	110	18%	91,000	120,000	150,000	127,170
Project Manager III	123	20%	80,000	102,000	132,000	110,222
Project Manager II	136	22%	74,700	88,350	108,341	93,688
Project Manager I	129	21%	60,000	74,000	90,000	75,480
Project Management Specialist	39	6%	56,040	69,000	108,000	80,951
Project Management Consultant	25	4%	72,000	87,725	117,000	99,163

South Africa

Detailed Findings – All Respondents



Total Compensation (in South African Rand)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	658	650,000	900,000	1,152,000	916,402
Total Compensation	658	697,000	970,000	1,280,000	1,026,503

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months			Next 12 Months		
	n=	Percent		n=	Percent
Decreased	10	2%	Decrease	4	1%
Remained the same	102	16%	Remain the same	67	10%
Increased less than 1%	9	1%	Increase less than 1%	8	1%
Increased 1% to 2.9%	24	4%	Increase 1% to 2.9%	25	4%
Increased 3% to 3.9%	55	8%	Increase 3% to 3.9%	53	8%
Increased 4% to 4.9%	59	9%	Increase 4% to 4.9%	74	11%
Increased 5% to 6.9%	224	34%	Increase 5% to 6.9%	235	36%
Increased 7% to 9.9%	92	14%	Increase 7% to 9.9%	101	15%
Increased 10% to 14.9%	43	7%	Increase 10% to 14.9%	56	9%
Increased 15% to 19.9%	15	2%	Increase 15% to 19.9%	15	2%
Increased 20% to 24.9%	13	2%	Increase 20% to 24.9%	7	1%
Increased 25% to 29.9%	3	*	Increase 25% to 29.9%	2	*
Increased 30% or greater	9	1%	Increase 30% or greater	11	2%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	45	7%	900,000	1,140,000	1,350,000	1,169,670
Portfolio Manager	65	10%	900,000	1,020,000	1,200,000	1,054,054
Program Manager	132	20%	824,000	1,000,000	1,200,000	1,035,736
Project Manager III	178	27%	663,564	836,064	1,080,000	899,592
Project Manager II	115	17%	492,000	720,000	960,000	762,207
Project Manager I	54	8%	380,000	666,000	1,100,000	712,095
Project Management Specialist	34	5%	507,000	711,810	1,104,415	807,138
Project Management Consultant	35	5%	612,000	840,000	1,200,000	898,572

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	--	*	--	--	--	--
3 < 5 years	5	1%	--	--	--	--
5 < 10 years	77	12%	450,000	601,000	700,000	601,643
10 < 15 years	124	19%	576,500	763,600	955,874	771,299
15 < 20 years	132	20%	704,500	900,000	1,165,500	942,679
20 years or more	320	49%	796,000	1,020,959	1,237,780	1,045,917

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	232	37%	649,000	873,000	1,132,002	914,570
1 to 5 years	287	46%	640,000	900,000	1,150,000	900,777
6 years or more	105	17%	700,000	960,000	1,201,200	988,134
Extreme Project Management						
None	333	55%	621,000	879,220	1,110,931	897,622
1 to 5 years	151	25%	648,000	850,000	1,101,341	894,841
6 years or more	127	21%	790,000	980,000	1,200,000	1,005,243
Process-Based Project Management						
None	154	24%	660,000	900,000	1,200,000	941,679
1 to 5 years	213	34%	544,900	800,000	1,000,000	817,151
6 years or more	262	42%	720,000	960,000	1,200,000	992,876
Event Chain Project Management						
None	342	56%	630,000	877,110	1,179,630	912,040
1 to 5 years	153	25%	650,000	840,000	1,010,000	870,434
6 years or more	113	19%	800,000	1,000,000	1,200,000	1,019,485
Project Portfolio Management						
None	201	32%	516,000	757,200	1,070,000	820,808
1 to 5 years	249	40%	650,000	860,000	1,080,000	874,353
6 years or more	178	28%	864,000	1,090,000	1,298,000	1,103,532
Program Management						
None	122	19%	500,000	699,200	945,000	744,178
1 to 5 years	261	41%	632,000	800,000	1,067,000	858,226
6 years or more	255	40%	850,000	1,050,000	1,243,000	1,067,362
Earned Value Management						
None	144	23%	515,500	750,000	987,500	789,237
1 to 5 years	271	43%	650,000	879,220	1,100,000	897,765
6 years or more	218	34%	800,000	1,010,050	1,250,000	1,050,563
Lean Project Management						
None	278	45%	624,000	840,000	1,100,000	888,320
1 to 5 years	207	34%	653,760	900,000	1,101,341	905,529
6 years or more	130	21%	780,000	1,000,000	1,211,732	1,028,629
Critical Chain Project Management						
None	213	34%	632,000	891,000	1,116,000	906,323
1 to 5 years	217	35%	577,830	840,000	1,100,000	866,071
6 years or more	190	31%	735,000	978,472	1,200,000	996,685
Waterfall Project Management						
None	254	41%	624,000	860,000	1,107,000	898,562
1 to 5 years	131	21%	484,000	750,000	945,000	778,037
6 years or more	237	38%	800,000	1,000,000	1,200,000	1,022,267
Risk Management						
None	35	5%	508,000	649,000	953,000	740,327
1 to 5 years	230	36%	536,000	753,128	1,000,000	803,449

6 years or more	377	59%	760,000	975,000	1,200,000	1,007,253
Change Management						
None	61	10%	624,000	871,000	1,100,000	863,320
1 to 5 years	241	38%	516,000	750,000	984,000	784,174
6 years or more	330	52%	780,000	1,000,000	1,208,376	1,035,333
Resource Management						
None	31	5%	612,150	812,000	1,100,000	858,463
1 to 5 years	203	32%	508,000	700,000	950,000	752,345
6 years or more	403	63%	760,000	976,943	1,200,000	1,008,013

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	14	2%	331,200	477,600	700,000	523,743
3 < 5 years	44	7%	408,621	510,000	681,000	579,607
5 < 10 years	201	31%	521,096	710,000	900,000	765,350
10 < 15 years	206	31%	720,000	940,500	1,180,000	957,045
15 < 20 years	130	20%	900,000	1,100,000	1,275,000	1,099,034
20 years or more	63	10%	975,000	1,200,000	1,355,000	1,211,060

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	35	5%	428,143	600,000	960,000	769,069
Some college or Associate's degree	153	23%	516,000	750,000	984,000	801,016
4-year college degree	288	44%	660,000	900,000	1,102,878	920,148
Master's degree	168	26%	794,500	1,000,000	1,211,991	1,033,454
Doctoral degree	14	2%	840,000	1,000,000	1,298,000	1,064,071

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	175	27%	657,072	859,000	1,100,000	894,521
No degree in PM	482	73%	649,000	900,000	1,192,212	925,522

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	511	78%	711,961	945,000	1,200,000	975,559
PMP for less than 1 year	7	1%	--	--	--	--
PMP for 1 < 5 years	276	55%	649,500	835,000	1,100,000	887,717
PMP for 5 < 10 years	156	31%	816,000	1,000,000	1,200,000	1,037,159
PMP for 10 < 20 years	66	13%	1,000,002	1,200,000	1,400,000	1,236,684
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP Certification	147	22%	432,000	600,000	975,464	710,762

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	269	41%	649,000	900,000	1,200,000	936,904
5 to 9 days	200	30%	693,000	907,241	1,158,700	944,183
10 days or more	187	29%	621,000	850,000	1,100,000	859,826

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	458	72%	707,000	945,000	1,200,000	970,886
Female	177	28%	513,000	711,961	975,000	769,431

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	33	5%	612,150	850,000	1,200,000	925,593
Consulting	65	10%	650,000	900,000	1,152,000	907,721
Customer Service/Public Relations	7	1%	--	--	--	--
Engineering	83	13%	696,000	900,000	1,157,399	923,780
Finance	10	2%	747,159	1,037,500	1,200,000	974,157
Human Resources	2	*	--	--	--	--
Information Technology/Information Systems	92	14%	655,416	867,500	1,100,000	871,698
Operations/Manufacturing	34	5%	707,000	926,500	1,101,341	976,278
Project Management Department or PMO	293	45%	624,000	880,000	1,179,630	917,646
Quality Management	5	1%	--	--	--	--
Research and Development	6	1%	--	--	--	--
Sales/Marketing	3	*	--	--	--	--
Supply Chain Management/Logistics	3	*	--	--	--	--
Training/Education	--	*	--	--	--	--
Other	22	3%	840,000	970,000	1,200,000	1,004,704

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	1	*	--	--	--	--
Business services	4	1%	--	--	--	--
Construction	58	9%	620,000	800,000	1,080,000	883,665
Consulting	67	10%	632,000	900,000	1,200,000	923,400
Engineering	132	20%	650,000	900,000	1,190,000	946,837
Financial services	64	10%	806,000	990,000	1,200,000	993,232
Food and beverage	10	2%	750,000	917,500	985,000	855,500
Government	26	4%	624,000	875,000	976,943	853,708
Healthcare	5	1%	--	--	--	--
Information technology	96	15%	560,483	800,000	1,050,000	832,909
Insurance	10	2%	684,000	845,000	1,358,834	963,141
Legal	--	*	--	--	--	--
Manufacturing	23	3%	700,000	900,000	1,100,000	928,159
Pharmaceuticals	4	1%	--	--	--	--
Real Estate	7	1%	--	--	--	--
Resources (Agriculture, Mining, etc.)	39	6%	820,000	1,118,648	1,400,000	1,134,294
Telecommunications	38	6%	550,000	879,500	1,150,000	866,977
Training/Education	2	*	--	--	--	--
Utility	26	4%	710,000	850,500	1,160,000	913,649
Other	46	7%	653,760	892,866	1,187,500	901,114

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	128	19%	745,000	975,972	1,180,000	963,740
Construction	259	39%	650,000	900,000	1,179,630	941,586
Engineering	260	40%	679,500	932,500	1,200,000	976,074
Information Technology	246	37%	653,760	879,610	1,116,000	889,216
Manufacturing	46	7%	640,000	866,000	1,100,000	893,338
Operations	142	22%	624,000	900,000	1,118,648	895,813
Quality Management	54	8%	630,000	885,000	1,150,000	915,667
Regulatory Compliance	77	12%	710,000	960,000	1,104,415	915,138
Research and Development	41	6%	660,000	800,000	1,100,000	879,712
Supply Chain						
Management/Logistics	42	6%	800,000	1,010,030	1,200,000	988,634
Other	37	6%	600,000	890,000	1,116,000	885,547

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	73	11%	500,000	780,000	1,000,002	800,696
100 to 299	65	10%	600,000	720,000	1,000,810	829,105
300 to 999	47	7%	648,000	879,220	1,200,000	982,905
1,000 to 2,499	71	11%	550,000	860,000	1,100,000	872,258
2,500 to 4,999	74	11%	650,000	895,000	1,118,648	914,825
5,000 to 9,999	69	11%	696,000	900,000	1,110,931	933,897
10,000 or more	258	39%	700,000	950,000	1,200,000	968,624

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	38	7%	504,000	700,000	920,000	753,346
5-9 people	152	28%	597,368	838,000	1,000,000	822,546
10-14 people	148	27%	698,000	866,712	1,200,000	925,041
15-19 people	71	13%	653,760	980,000	1,213,000	977,521
20 or more people	140	26%	780,000	1,041,750	1,255,000	1,077,422

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	52	8%	430,072	696,000	882,000	696,156
\$100,000 to \$499,999	150	24%	550,000	807,500	1,025,000	817,324
\$500,000 to \$999,999	96	16%	650,000	840,000	1,083,500	866,010
\$1 million to \$10 million	201	33%	660,000	902,482	1,200,000	948,592
More than \$10 million	117	19%	879,220	1,100,000	1,300,000	1,136,644

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	156	24%
Yes - Informal	315	48%
No	167	25%
Don't Know	19	3%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	109	23%
Yes - Informal	282	60%
No	65	14%
Don't Know	13	3%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	291	45%
Yes - Informal	210	32%
No	139	21%
Don't Know	13	2%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	17	3%	69	11%	567	87%
Director of Project Management Office (PMO)	1	2%	5	11%	39	87%
Portfolio Manager	5	8%	6	9%	54	84%
Program Manager	7	5%	27	21%	97	75%
Project Manager III	3	2%	16	9%	158	89%
Project Manager II	--	*	7	6%	106	94%
Project Manager I	1	2%	3	6%	49	92%
Project Management Specialist	--	*	4	12%	30	88%
Project Management Consultant	--	*	1	3%	34	97%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	33%	403	61%	212	32%
Director of Project Management Office (PMO)	18	40%	30	67%	16	36%
Portfolio Manager	20	31%	53	83%	21	33%
Program Manager	55	42%	95	72%	50	38%
Project Manager III	54	31%	98	55%	54	31%
Project Manager II	39	34%	65	57%	29	25%
Project Manager I	7	13%	21	39%	20	37%
Project Management Specialist	10	29%	18	53%	9	26%
Project Management Consultant	14	40%	23	66%	13	37%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	636	18.6	589	22.2
Director of Project Management Office (PMO)	45	17.8	39	22.0
Portfolio Manager	63	19.4	62	23.9
Program Manager	128	19.8	117	24.3
Project Manager III	174	18.2	160	20.5
Project Manager II	108	19.3	108	23.5
Project Manager I	51	16.9	43	21.3
Project Management Specialist	34	17.6	29	20.8
Project Management Consultant	33	17.2	31	18.9

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	103	16%	387	59%	40	6%
Director of Project Management Office (PMO)	4	9%	25	56%	1	2%
Portfolio Manager	10	16%	47	73%	2	3%
Program Manager	33	25%	70	53%	10	8%
Project Manager III	18	10%	112	64%	11	6%
Project Manager II	21	18%	75	65%	7	6%
Project Manager I	8	15%	25	46%	4	7%
Project Management Specialist	4	12%	16	47%	4	12%
Project Management Consultant	5	14%	17	49%	1	3%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	657	40.6	646	48.6
Director of Project Management Office (PMO)	45	40.5	44	52.3
Portfolio Manager	65	40.8	65	51.5
Program Manager	132	40.5	131	49.5
Project Manager III	178	40.6	172	47.4
Project Manager II	115	40.7	114	47.6
Project Manager I	54	40.5	53	45.2
Project Management Specialist	34	40.9	34	48.2
Project Management Consultant	34	40.4	33	49.2

Annualized Salary by Position Description - Self-Employed Only

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	10	11%	1,032,000	1,175,500	1,343,000	1,216,600
Portfolio Manager	11	12%	840,000	1,020,000	1,200,000	1,025,482
Program Manager	16	17%	992,500	1,100,000	1,271,500	1,141,733
Project Manager III	26	28%	653,760	972,501	1,230,000	956,524
Project Manager II	8	9%	--	--	--	--
Project Manager I	7	8%	--	--	--	--
Project Management Specialist	4	4%	--	--	--	--
Project Management Consultant	10	11%	500,000	1,100,000	1,201,200	947,490

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	35	6%	864,000	1,095,000	1,500,000	1,156,262
Portfolio Manager	54	10%	900,000	1,021,633	1,250,000	1,059,874
Program Manager	116	20%	804,466	996,500	1,200,000	1,021,116
Project Manager III	152	27%	671,982	820,000	1,000,000	889,854
Project Manager II	107	19%	485,316	672,000	912,000	744,970
Project Manager I	47	8%	350,000	672,000	1,100,000	711,342
Project Management Specialist	30	5%	544,900	800,000	1,157,399	858,424
Project Management Consultant	25	4%	632,000	800,000	1,000,000	879,004

South Korea

Detailed Findings – All Respondents



Total Compensation (in South Korean Won)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	267	57,000,000	70,000,000	82,000,000	73,394,362
Total Compensation	267	65,000,000	80,000,000	100,000,000	85,270,673

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months			Next 12 Months		
	n=	Percent		n=	Percent
Decreased	11	4%	Decrease	7	3%
Remained the same	60	22%	Remain the same	38	14%
Increased less than 1%	13	5%	Increase less than 1%	14	5%
Increased 1% to 2.9%	70	26%	Increase 1% to 2.9%	73	27%
Increased 3% to 3.9%	50	19%	Increase 3% to 3.9%	53	20%
Increased 4% to 4.9%	15	6%	Increase 4% to 4.9%	13	5%
Increased 5% to 6.9%	25	9%	Increase 5% to 6.9%	32	12%
Increased 7% to 9.9%	9	3%	Increase 7% to 9.9%	11	4%
Increased 10% to 14.9%	11	4%	Increase 10% to 14.9%	16	6%
Increased 15% to 19.9%	--	*	Increase 15% to 19.9%	2	1%
Increased 20% to 24.9%	2	1%	Increase 20% to 24.9%	2	1%
Increased 25% to 29.9%	--	*	Increase 25% to 29.9%	1	*
Increased 30% or greater	1	*	Increase 30% or greater	5	2%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	22	8%	60,000,000	77,000,000	100,000,000	83,058,478
Portfolio Manager	--	*	--	--	--	--
Program Manager	22	8%	75,000,000	80,000,000	86,000,000	79,811,324
Project Manager III	36	13%	72,500,000	83,500,000	102,261,416	95,223,021
Project Manager II	34	13%	60,000,000	71,628,752	90,000,000	76,191,826
Project Manager I	88	33%	50,000,000	62,800,000	75,000,000	64,034,129
Project Management Specialist	51	19%	54,000,000	64,000,000	75,000,000	68,443,232
Project Management Consultant	14	5%	50,000,000	61,000,000	70,000,000	62,071,429

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	2	1%	--	--	--	--
3 < 5 years	5	2%	--	--	--	--
5 < 10 years	46	17%	47,000,000	55,000,000	60,596,944	54,872,671
10 < 15 years	62	23%	51,600,000	61,112,360	70,000,000	66,960,765
15 < 20 years	57	21%	69,000,000	74,000,000	83,000,000	79,388,926
20 years or more	95	36%	70,000,000	80,000,000	100,000,000	85,336,747

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	102	50%	51,600,000	69,000,000	79,483,736	70,486,915
1 to 5 years	67	33%	59,000,000	69,000,000	80,000,000	74,188,315
6 years or more	37	18%	60,000,000	75,000,000	84,000,000	77,180,874
Extreme Project Management						
None	105	50%	55,000,000	69,000,000	80,000,000	70,989,146
1 to 5 years	68	32%	55,000,000	68,250,000	80,000,000	72,794,082
6 years or more	37	18%	70,000,000	80,000,000	90,000,000	82,220,012
Process-Based Project Management						
None	40	19%	51,257,276	69,000,000	71,000,000	70,006,652
1 to 5 years	94	44%	58,000,000	67,567,216	80,000,000	69,186,530
6 years or more	82	38%	60,000,000	78,325,840	90,000,000	80,826,429
Event Chain Project Management						
None	104	52%	56,589,888	69,000,000	80,000,000	71,309,508
1 to 5 years	65	32%	54,000,000	70,000,000	80,000,000	73,847,232
6 years or more	32	16%	60,000,000	72,500,000	84,000,000	77,670,574
Project Portfolio Management						
None	100	47%	54,500,000	66,980,216	76,000,000	67,645,135
1 to 5 years	68	32%	51,500,000	64,750,000	80,000,000	71,690,355
6 years or more	43	20%	70,000,000	80,000,000	92,000,000	87,816,116
Program Management						
None	79	36%	50,400,000	63,000,000	75,000,000	65,717,272
1 to 5 years	76	35%	51,000,000	69,500,000	80,000,000	68,946,698
6 years or more	65	30%	70,000,000	80,000,000	90,000,000	88,693,555
Earned Value Management						
None	68	31%	50,200,000	62,800,000	75,825,584	66,816,001
1 to 5 years	88	40%	56,651,688	69,500,000	80,000,000	71,662,888
6 years or more	62	28%	60,000,000	75,000,000	90,000,000	82,628,361
Lean Project Management						
None	102	49%	52,114,552	68,250,000	78,651,688	68,832,644
1 to 5 years	69	33%	57,303,372	70,000,000	83,000,000	78,118,350
6 years or more	36	17%	60,000,000	70,000,000	80,500,000	74,736,080
Critical Chain Project Management						
None	77	37%	55,000,000	66,134,432	78,000,000	69,583,508
1 to 5 years	75	36%	52,000,000	65,000,000	80,000,000	71,485,502
6 years or more	58	28%	60,000,000	76,892,000	85,000,000	80,191,285
Waterfall Project Management						
None	97	48%	57,000,000	69,000,000	80,000,000	71,840,141
1 to 5 years	65	32%	52,114,552	64,000,000	80,000,000	70,338,340
6 years or more	41	20%	67,500,000	75,784,000	90,000,000	80,218,330
Risk Management						
None	37	16%	51,600,000	69,000,000	72,000,000	69,438,459
1 to 5 years	112	49%	52,557,276	66,413,000	80,000,000	68,696,899

6 years or more	80	35%	63,300,000	75,392,000	88,500,000	81,922,031
Change Management						
None	41	19%	50,400,000	66,134,432	75,000,000	67,199,063
1 to 5 years	99	45%	54,000,000	65,000,000	80,000,000	69,374,198
6 years or more	79	36%	60,000,000	75,000,000	90,000,000	81,741,435
Resource Management						
None	52	24%	50,000,000	65,000,000	80,000,000	70,271,883
1 to 5 years	81	37%	55,000,000	63,000,000	78,000,000	67,016,130
6 years or more	87	40%	64,000,000	76,651,160	92,000,000	81,393,174

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	7	3%	--	--	--	--
3 < 5 years	24	9%	42,500,000	51,300,000	69,500,000	57,647,686
5 < 10 years	91	34%	55,000,000	63,000,000	79,000,000	66,647,929
10 < 15 years	75	28%	60,000,000	70,000,000	81,000,000	74,714,941
15 < 20 years	41	15%	70,000,000	80,000,000	92,000,000	87,782,305
20 years or more	29	11%	70,786,520	80,000,000	100,000,000	90,328,927

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	1	*	--	--	--	--
Some college or Associate's degree	5	2%	--	--	--	--
4-year college degree	169	63%	54,000,000	67,826,000	80,000,000	68,912,266
Master's degree	85	32%	60,000,000	79,000,000	90,000,000	81,742,958
Doctoral degree	7	3%	--	--	--	--

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	50	19%	60,000,000	70,000,000	84,000,000	74,794,549
No degree in PM	216	81%	56,089,888	70,000,000	80,500,000	73,011,885

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	238	89%	60,000,000	70,000,000	84,000,000	74,813,910
PMP for less than 1 year	5	2%	--	--	--	--
PMP for 1 < 5 years	113	47%	51,500,000	60,224,720	75,000,000	64,797,781
PMP for 5 < 10 years	68	29%	65,067,216	75,000,000	88,500,000	79,253,323
PMP for 10 < 20 years	50	21%	70,000,000	80,500,000	100,000,000	92,422,285
PMP for 20+ years	2	1%	--	--	--	--
Do not have a PMP Certification	29	11%	47,000,000	60,000,000	78,651,688	61,744,278

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	62	24%	59,100,000	71,628,752	90,000,000	82,322,180
5 to 9 days	86	33%	60,000,000	71,000,000	86,000,000	73,851,621
10 days or more	113	43%	54,000,000	69,000,000	80,000,000	68,744,071

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	252	95%	57,651,688	70,000,000	83,500,000	73,743,412
Female	14	5%	50,000,000	60,000,000	67,000,000	59,111,542

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	17	6%	60,000,000	70,000,000	80,000,000	73,336,291
Consulting	14	5%	56,179,776	72,000,000	84,000,000	76,597,512
Customer Service/Public Relations	3	1%	--	--	--	--
Engineering	74	28%	51,000,000	70,000,000	80,000,000	69,336,919
Finance	5	2%	--	--	--	--
Human Resources	--	*	--	--	--	--
Information Technology/Information Systems	22	8%	60,000,000	73,500,000	94,382,024	79,337,124
Operations/Manufacturing	5	2%	--	--	--	--
Project Management Department or PMO	98	37%	59,000,000	71,022,016	90,000,000	78,296,897
Quality Management	7	3%	--	--	--	--
Research and Development	9	3%	--	--	--	--
Sales/Marketing	6	2%	--	--	--	--
Supply Chain Management/Logistics	1	*	--	--	--	--
Training/Education	3	1%	--	--	--	--
Other	3	1%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	1	*	--	--	--	--
Business services	2	1%	--	--	--	--
Construction	81	30%	55,000,000	70,000,000	81,000,000	71,650,572
Consulting	11	4%	56,000,000	74,000,000	100,000,000	81,208,515
Engineering	62	23%	54,000,000	69,000,000	85,000,000	71,393,720
Financial services	6	2%	--	--	--	--
Food and beverage	1	*	--	--	--	--
Government	13	5%	57,000,000	69,000,000	80,000,000	79,049,265
Healthcare	--	*	--	--	--	--
Information technology	36	13%	60,000,000	70,000,000	81,000,000	71,688,287
Insurance	--	*	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	25	9%	60,000,000	75,000,000	82,000,000	78,128,989
Pharmaceuticals	2	1%	--	--	--	--
Real Estate	2	1%	--	--	--	--
Resources (Agriculture, Mining, etc.)	3	1%	--	--	--	--
Telecommunications	9	3%	--	--	--	--
Training/Education	--	*	--	--	--	--
Utility	4	1%	--	--	--	--
Other	9	3%	--	--	--	--

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	15	6%	60,000,000	80,000,000	93,000,000	84,057,678
Construction	116	43%	56,000,000	70,000,000	80,000,000	71,595,796
Engineering	89	33%	58,000,000	70,000,000	80,000,000	73,001,117
Information Technology	54	20%	60,000,000	70,000,000	88,600,000	74,795,237
Manufacturing	26	10%	60,000,000	79,500,000	98,600,000	85,838,729
Operations	28	10%	61,000,000	70,628,752	80,000,000	72,984,451
Quality Management	17	6%	60,000,000	70,786,520	80,000,000	74,347,762
Regulatory Compliance	3	1%	--	--	--	--
Research and Development	28	10%	60,000,000	70,000,000	80,000,000	70,319,871
Supply Chain						
Management/Logistics	12	4%	58,651,688	69,500,000	87,692,000	95,605,165
Other	8	3%	--	--	--	--

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	18	7%	58,000,000	61,800,000	70,000,000	62,772,409
100 to 299	23	9%	51,600,000	67,500,000	80,000,000	66,897,422
300 to 999	21	8%	55,000,000	65,000,000	80,000,000	67,164,286
1,000 to 2,499	35	13%	55,000,000	70,000,000	80,000,000	80,118,767
2,500 to 4,999	38	14%	50,000,000	64,798,472	81,000,000	67,478,755
5,000 to 9,999	90	34%	60,000,000	70,000,000	80,000,000	71,756,845
10,000 or more	42	16%	70,000,000	80,000,000	100,000,000	87,877,024

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	26	16%	60,000,000	70,000,000	88,000,000	73,806,585
5-9 people	43	26%	54,000,000	65,000,000	74,000,000	67,448,455
10-14 people	35	21%	70,000,000	80,000,000	84,000,000	76,328,834
15-19 people	17	10%	56,179,776	75,000,000	86,000,000	72,563,516
20 or more people	45	27%	63,000,000	80,000,000	100,000,000	88,994,588

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	13	6%	60,000,000	62,000,000	74,000,000	67,307,692
\$100,000 to \$499,999	28	12%	43,500,000	56,000,000	75,000,000	61,460,072
\$500,000 to \$999,999	36	15%	60,000,000	70,000,000	81,500,000	72,370,137
\$1 million to \$10 million	61	26%	60,125,440	70,000,000	80,000,000	73,987,865
More than \$10 million	95	41%	60,000,000	73,000,000	87,000,000	78,668,209

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	82	31%
Yes - Informal	108	41%
No	45	17%
Don't Know	27	10%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	70	37%
Yes - Informal	95	50%
No	17	9%
Don't Know	7	4%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	99	38%
Yes - Informal	118	45%
No	33	13%
Don't Know	10	4%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	7	3%	10	4%	245	94%
Director of Project Management Office (PMO)	1	5%	--	*	21	95%
Portfolio Manager	--	*	--	*	--	*
Program Manager	1	5%	--	*	20	95%
Project Manager III	1	3%	2	6%	33	92%
Project Manager II	2	6%	3	9%	29	85%
Project Manager I	1	1%	2	2%	82	96%
Project Management Specialist	1	2%	3	6%	46	92%
Project Management Consultant	--	*	--	*	14	100%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	13%	88	33%	106	40%
Director of Project Management Office (PMO)	3	14%	10	45%	12	55%
Portfolio Manager	--	*	--	*	--	*
Program Manager	5	23%	11	50%	9	41%
Project Manager III	9	25%	16	44%	18	50%
Project Manager II	2	6%	9	28%	11	34%
Project Manager I	6	7%	26	30%	33	38%
Project Management Specialist	7	14%	11	22%	17	34%
Project Management Consultant	2	14%	5	36%	6	43%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	249	15.2	223	22.1
Director of Project Management Office (PMO)	22	15.2	20	22.3
Portfolio Manager	--	--	--	--
Program Manager	22	14.5	20	24.1
Project Manager III	35	13.7	28	19.7
Project Manager II	29	18.2	28	25.3
Project Manager I	83	15.9	70	23.1
Project Management Specialist	45	13.4	45	19.6
Project Management Consultant	13	15.7	12	20.1

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	119	46%	47	18%	43	17%
Director of Project Management Office (PMO)	13	59%	5	23%	1	5%
Portfolio Manager	--	*	--	*	--	*
Program Manager	10	45%	3	14%	6	27%
Project Manager III	11	31%	11	31%	11	31%
Project Manager II	12	38%	7	22%	5	16%
Project Manager I	45	54%	12	14%	10	12%
Project Management Specialist	22	44%	8	16%	7	14%
Project Management Consultant	6	46%	1	8%	3	23%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	260	40.5	256	48.2
Director of Project Management Office (PMO)	22	39.2	21	45.9
Portfolio Manager	--	--	--	--
Program Manager	22	40.1	22	51.3
Project Manager III	36	40.9	35	49.6
Project Manager II	33	40.5	32	48.1
Project Manager I	84	40.7	83	47.5
Project Management Specialist	49	40.8	49	48.7
Project Management Consultant	14	40.2	14	46.7

Annualized Salary by Position Description - Self-Employed Only

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	2	8%	--	--	--	--
Portfolio Manager	--	*	--	--	--	--
Program Manager	1	4%	--	--	--	--
Project Manager III	1	4%	--	--	--	--
Project Manager II	4	15%	--	--	--	--
Project Manager I	6	23%	--	--	--	--
Project Management Specialist	10	38%	60,000,000	64,500,000	79,483,736	69,248,374
Project Management Consultant	2	8%	--	--	--	--

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	20	8%	60,000,000	80,000,000	100,000,000	84,864,326
Portfolio Manager	--	*	--	--	--	--
Program Manager	21	9%	75,000,000	80,000,000	86,000,000	79,849,958
Project Manager III	35	15%	75,000,000	84,000,000	103,343,360	95,943,679
Project Manager II	30	12%	60,000,000	73,954,336	95,000,000	76,707,290
Project Manager I	82	34%	50,000,000	61,339,000	72,720,000	63,102,480
Project Management Specialist	41	17%	50,000,000	63,000,000	72,000,000	68,246,855
Project Management Consultant	12	5%	55,000,000	64,500,000	70,000,000	66,833,333

Spain

Detailed Findings – All Respondents



Total Compensation (in European Union Euros)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	1,238	37,083	45,000	56,000	48,192
Total Compensation	1,238	40,000	50,000	62,000	53,071

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months	n=	Percent	Next 12 Months	n=	Percent
Decreased	49	4%	Decrease	37	3%
Remained the same	530	43%	Remain the same	428	35%
Increased less than 1%	110	9%	Increase less than 1%	130	11%
Increased 1% to 2.9%	246	20%	Increase 1% to 2.9%	264	21%
Increased 3% to 3.9%	73	6%	Increase 3% to 3.9%	109	9%
Increased 4% to 4.9%	38	3%	Increase 4% to 4.9%	45	4%
Increased 5% to 6.9%	51	4%	Increase 5% to 6.9%	84	7%
Increased 7% to 9.9%	43	3%	Increase 7% to 9.9%	40	3%
Increased 10% to 14.9%	54	4%	Increase 10% to 14.9%	60	5%
Increased 15% to 19.9%	12	1%	Increase 15% to 19.9%	18	1%
Increased 20% to 24.9%	11	1%	Increase 20% to 24.9%	12	1%
Increased 25% to 29.9%	8	1%	Increase 25% to 29.9%	3	*
Increased 30% or greater	13	1%	Increase 30% or greater	8	1%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	68	5%	45,000	59,500	70,000	60,901
Portfolio Manager	78	6%	50,000	58,500	65,000	61,466
Program Manager	168	14%	44,818	53,000	61,670	54,808
Project Manager III	273	22%	40,000	47,000	56,128	49,029
Project Manager II	318	26%	36,000	43,075	51,958	45,367
Project Manager I	180	15%	32,000	39,000	48,000	40,643
Project Management Specialist	79	6%	33,500	40,000	47,700	41,958
Project Management Consultant	74	6%	31,000	39,000	49,000	41,576

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	3	*	--	--	--	--
3 < 5 years	14	1%	24,000	30,500	40,000	32,873
5 < 10 years	146	12%	30,000	35,000	40,600	37,124
10 < 15 years	304	25%	35,000	40,750	50,000	43,335
15 < 20 years	406	33%	40,000	47,000	56,000	48,429
20 years or more	365	29%	45,000	55,000	65,000	57,156

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	470	40%	37,000	46,000	58,000	48,936
1 to 5 years	529	45%	36,500	45,000	55,000	46,904
6 years or more	167	14%	40,000	47,500	58,113	51,476
Extreme Project Management						
None	739	65%	37,000	45,000	56,000	47,832
1 to 5 years	246	22%	36,000	45,000	54,000	47,140
6 years or more	151	13%	40,000	50,000	63,000	52,919
Process-Based Project Management						
None	284	25%	38,000	45,000	56,000	48,096
1 to 5 years	426	37%	35,000	42,825	50,500	44,368
6 years or more	443	38%	40,000	50,000	60,000	52,302
Event Chain Project Management						
None	630	55%	38,000	47,000	56,000	48,769
1 to 5 years	315	28%	35,000	43,000	52,000	45,303
6 years or more	194	17%	40,000	48,000	60,300	52,224
Project Portfolio Management						
None	509	44%	36,000	43,150	53,000	45,640
1 to 5 years	412	35%	37,292	45,000	55,000	47,685
6 years or more	241	21%	42,000	52,000	63,000	55,305
Program Management						
None	336	29%	36,000	42,000	50,000	44,638
1 to 5 years	434	37%	36,000	45,000	53,000	45,608
6 years or more	391	34%	42,000	52,000	65,000	55,071
Earned Value Management						
None	283	24%	35,000	44,000	52,000	45,478
1 to 5 years	509	44%	36,000	43,000	52,000	45,311
6 years or more	369	32%	42,000	53,000	63,000	54,741
Lean Project Management						
None	553	48%	37,500	45,000	56,000	47,967
1 to 5 years	406	35%	36,000	45,000	55,000	46,794
6 years or more	188	16%	40,000	50,000	60,000	52,649
Critical Chain Project Management						
None	393	34%	36,000	45,000	55,000	46,732
1 to 5 years	416	36%	36,000	43,000	50,750	45,024
6 years or more	343	30%	42,000	51,917	62,500	54,413
Waterfall Project Management						
None	440	38%	36,200	45,000	55,000	48,126
1 to 5 years	291	25%	34,700	40,000	50,000	43,332
6 years or more	426	37%	41,000	50,000	60,000	51,693
Risk Management						
None	141	12%	34,000	39,000	50,000	42,387
1 to 5 years	524	44%	36,000	43,000	50,306	45,207

6 years or more	514	44%	42,000	50,345	61,340	53,271
Change Management						
None	144	12%	34,500	40,000	50,000	42,793
1 to 5 years	502	43%	35,000	42,000	50,112	44,549
6 years or more	530	45%	42,000	50,095	62,000	53,532
Resource Management						
None	143	12%	34,000	41,000	52,000	43,903
1 to 5 years	429	37%	35,000	42,000	50,000	44,083
6 years or more	585	51%	41,000	50,000	61,000	52,872

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	37	3%	29,000	35,000	37,083	33,737
3 < 5 years	112	9%	30,000	36,000	44,500	37,814
5 < 10 years	468	38%	35,000	41,325	50,000	43,950
10 < 15 years	350	28%	41,000	50,000	58,000	51,122
15 < 20 years	199	16%	45,000	55,000	65,000	56,284
20 years or more	72	6%	52,782	60,000	70,000	62,734

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	68	5%	39,500	45,850	55,000	47,648
Some college or Associate's degree	36	3%	37,500	44,500	50,000	44,903
4-year college degree	237	19%	37,083	46,000	57,000	47,895
Master's degree	785	63%	37,000	45,000	55,000	47,734
Doctoral degree	112	9%	39,600	50,000	64,500	53,421

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	519	42%	36,000	45,000	53,000	46,629
No degree in PM	715	58%	38,400	46,000	59,000	49,319

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	1,047	85%	39,000	47,000	57,000	49,059
PMP for less than 1 year	26	3%	30,800	42,500	50,000	43,454
PMP for 1 < 5 years	727	70%	36,600	45,000	53,000	46,853
PMP for 5 < 10 years	249	24%	44,000	54,000	62,000	54,068
PMP for 10 < 20 years	33	3%	58,900	63,601	70,000	66,255
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP Certification	191	15%	32,000	40,000	50,000	43,441

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	524	43%	36,800	45,000	55,000	47,645
5 to 9 days	308	25%	39,250	47,500	57,000	49,255
10 days or more	385	32%	37,000	47,500	57,500	48,300

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	979	80%	38,000	47,000	57,141	49,204
Female	238	20%	35,000	42,000	51,000	43,799

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	80	6%	37,000	47,500	67,000	52,595
Consulting	125	10%	35,000	46,000	55,000	47,329
Customer Service/Public Relations	7	1%	--	--	--	--
Engineering	179	14%	36,000	45,000	52,000	45,664
Finance	23	2%	39,000	47,000	54,000	45,983
Human Resources	3	*	--	--	--	--
Information Technology/Information Systems	318	26%	38,600	45,000	56,000	47,970
Operations/Manufacturing	53	4%	40,078	50,000	60,000	52,600
Project Management Department or PMO	321	26%	37,500	47,658	58,000	49,275
Quality Management	16	1%	32,000	49,500	53,350	44,956
Research and Development	52	4%	33,000	40,000	51,750	44,438
Sales/Marketing	27	2%	34,000	45,000	60,000	47,730
Supply Chain Management/Logistics	9	1%	--	--	--	--
Training/Education	2	*	--	--	--	--
Other	23	2%	36,000	43,000	56,700	46,438

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	66	5%	40,000	50,250	58,500	51,514
Business services	13	1%	38,500	40,000	45,000	44,115
Construction	84	7%	37,542	46,000	60,000	50,051
Consulting	123	10%	35,000	44,500	58,000	47,938
Engineering	163	13%	36,000	45,000	53,000	46,785
Financial services	63	5%	42,000	53,000	62,000	53,402
Food and beverage	12	1%	40,500	54,000	59,336	50,365
Government	29	2%	35,000	42,000	50,000	45,590
Healthcare	18	1%	37,000	45,000	54,000	47,778
Information technology	339	27%	36,000	45,000	54,000	46,164
Insurance	18	1%	38,000	48,826	54,000	47,647
Legal	2	*	--	--	--	--
Manufacturing	42	3%	36,000	45,500	54,000	47,008
Pharmaceuticals	16	1%	47,000	55,500	62,207	59,807
Real Estate	4	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	14	1%	39,000	45,500	56,000	53,429
Telecommunications	137	11%	38,000	45,000	55,000	48,102
Training/Education	4	*	--	--	--	--
Utility	15	1%	37,000	50,000	56,000	51,074
Other	76	6%	36,800	45,500	56,000	48,280

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	221	18%	40,000	50,000	60,000	51,912
Construction	172	14%	38,000	47,350	60,159	51,564
Engineering	350	28%	37,000	45,500	57,500	49,325
Information Technology	665	54%	38,000	45,000	55,000	47,418
Manufacturing	82	7%	36,000	50,000	60,000	51,475
Operations	173	14%	39,000	49,000	57,000	51,019
Quality Management	80	6%	37,000	45,000	52,500	47,748
Regulatory Compliance	66	5%	44,000	51,000	62,000	56,092
Research and Development	127	10%	35,000	42,000	55,000	47,166
Supply Chain						
Management/Logistics	53	4%	40,000	48,000	64,000	53,238
Other	61	5%	35,000	42,500	55,000	45,704

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	128	10%	31,750	40,000	50,000	42,445
100 to 299	148	12%	35,000	40,500	52,500	45,436
300 to 999	128	10%	36,000	42,000	50,000	44,463
1,000 to 2,499	157	13%	37,100	45,000	53,000	47,494
2,500 to 4,999	137	11%	38,000	47,000	56,000	49,344
5,000 to 9,999	83	7%	39,000	47,000	55,000	47,422
10,000 or more	457	37%	41,000	50,000	60,000	51,774

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	209	20%	35,000	41,000	50,000	43,848
5-9 people	343	34%	36,500	45,000	55,000	47,675
10-14 people	215	21%	42,000	50,000	60,000	52,094
15-19 people	78	8%	40,000	48,500	54,000	49,547
20 or more people	177	17%	42,000	52,500	63,000	54,942

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	166	14%	33,000	40,000	49,420	41,184
\$100,000 to \$499,999	353	30%	36,000	44,000	54,000	46,368
\$500,000 to \$999,999	209	18%	37,100	46,000	55,000	47,638
\$1 million to \$10 million	303	26%	40,000	50,000	60,000	52,107
More than \$10 million	129	11%	45,000	55,000	67,000	57,128

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	276	22%
Yes - Informal	407	33%
No	457	37%
Don't Know	89	7%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	213	31%
Yes - Informal	322	47%
No	110	16%
Don't Know	37	5%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	405	33%
Yes - Informal	388	32%
No	367	30%
Don't Know	60	5%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	34	3%	47	4%	1,150	93%
Director of Project Management Office (PMO)	1	1%	6	9%	61	90%
Portfolio Manager	3	4%	2	3%	73	94%
Program Manager	8	5%	12	7%	146	88%
Project Manager III	10	4%	11	4%	250	92%
Project Manager II	8	3%	6	2%	304	96%
Project Manager I	3	2%	6	3%	168	95%
Project Management Specialist	--	*	2	3%	77	97%
Project Management Consultant	1	1%	2	3%	71	96%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	13%	823	67%	461	37%
Director of Project Management Office (PMO)	11	16%	52	76%	24	35%
Portfolio Manager	15	19%	58	74%	41	53%
Program Manager	28	17%	136	81%	75	45%
Project Manager III	37	14%	208	76%	104	38%
Project Manager II	29	9%	206	65%	109	35%
Project Manager I	14	8%	87	49%	60	34%
Project Management Specialist	13	17%	42	54%	26	33%
Project Management Consultant	10	14%	34	47%	22	30%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	1,158	20.4	1,081	21.3
Director of Project Management Office (PMO)	63	18.7	64	19.9
Portfolio Manager	71	20.8	70	22.0
Program Manager	155	20.7	144	21.7
Project Manager III	261	20.9	246	22.2
Project Manager II	301	19.1	283	19.5
Project Manager I	168	21.2	153	22.2
Project Management Specialist	72	22.5	62	23.5
Project Management Consultant	67	20.6	59	20.7

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	138	11%	172	14%	66	5%
Director of Project Management Office (PMO)	6	9%	10	15%	4	6%
Portfolio Manager	11	14%	16	21%	1	1%
Program Manager	21	13%	30	18%	13	8%
Project Manager III	34	13%	34	13%	16	6%
Project Manager II	33	11%	39	12%	12	4%
Project Manager I	15	9%	26	15%	14	8%
Project Management Specialist	9	11%	12	15%	4	5%
Project Management Consultant	9	12%	5	7%	2	3%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	1,226	40.0	1,217	45.2
Director of Project Management Office (PMO)	66	39.9	66	46.8
Portfolio Manager	77	40.1	77	47.5
Program Manager	168	40.2	163	47.0
Project Manager III	272	39.9	269	45.4
Project Manager II	316	40.0	316	44.6
Project Manager I	178	39.8	174	43.6
Project Management Specialist	77	40.1	78	44.1
Project Management Consultant	72	40.0	74	44.3

Annualized Salary by Position Description - Self-Employed Only

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	13	8%	42,000	60,000	66,000	59,231
Portfolio Manager	12	7%	48,826	52,000	70,000	58,561
Program Manager	27	16%	45,000	54,000	65,000	57,710
Project Manager III	39	23%	45,000	53,000	62,000	55,421
Project Manager II	40	24%	37,844	47,750	60,000	49,133
Project Manager I	11	7%	36,000	46,000	56,000	45,827
Project Management Specialist	12	7%	34,250	40,000	44,500	37,917
Project Management Consultant	15	9%	27,813	40,000	60,000	43,360

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	55	5%	45,000	58,900	70,000	61,296
Portfolio Manager	66	6%	50,000	60,000	65,000	61,994
Program Manager	141	13%	44,635	53,000	61,000	54,252
Project Manager III	234	22%	38,350	46,000	56,000	47,964
Project Manager II	278	26%	36,000	43,000	50,000	44,825
Project Manager I	169	16%	31,500	39,000	47,000	40,305
Project Management Specialist	67	6%	33,500	40,000	50,000	42,682
Project Management Consultant	59	6%	31,517	39,000	45,000	41,122

Sweden

Detailed Findings – All Respondents



Total Compensation (in Swedish Kronor)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	480	541,500	650,000	735,166	651,823
Total Compensation	480	576,600	680,000	780,000	694,175

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months	n=	Percent	Next 12 Months	n=	Percent
Decreased	5	1%	Decrease	4	1%
Remained the same	73	15%	Remain the same	48	10%
Increased less than 1%	29	6%	Increase less than 1%	33	7%
Increased 1% to 2.9%	239	50%	Increase 1% to 2.9%	279	58%
Increased 3% to 3.9%	47	10%	Increase 3% to 3.9%	49	10%
Increased 4% to 4.9%	19	4%	Increase 4% to 4.9%	21	4%
Increased 5% to 6.9%	21	4%	Increase 5% to 6.9%	16	3%
Increased 7% to 9.9%	13	3%	Increase 7% to 9.9%	11	2%
Increased 10% to 14.9%	19	4%	Increase 10% to 14.9%	10	2%
Increased 15% to 19.9%	4	1%	Increase 15% to 19.9%	4	1%
Increased 20% to 24.9%	4	1%	Increase 20% to 24.9%	--	*
Increased 25% to 29.9%	1	*	Increase 25% to 29.9%	--	*
Increased 30% or greater	6	1%	Increase 30% or greater	5	1%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project						
Management Office (PMO)	16	3%	693,000	800,000	894,500	800,938
Portfolio Manager	17	4%	600,000	720,000	756,000	706,643
Program Manager	66	14%	652,581	734,166	800,000	734,479
Project Manager III	144	30%	599,500	675,500	750,000	681,821
Project Manager II	120	25%	500,200	581,600	657,000	587,644
Project Manager I	32	7%	500,000	522,500	590,000	540,555
Project Management Specialist	20	4%	478,000	591,800	686,600	589,855
Project Management Consultant	65	14%	534,600	650,000	706,170	642,725

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	2	*	--	--	--	--
3 < 5 years	7	1%	--	--	--	--
5 < 10 years	37	8%	480,000	501,000	534,000	525,322
10 < 15 years	64	13%	522,000	590,000	666,000	598,845
15 < 20 years	102	21%	540,000	600,070	700,000	627,342
20 years or more	268	56%	612,528	696,000	780,000	699,659

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	134	29%	522,000	606,800	700,000	626,053
1 to 5 years	227	49%	550,000	650,000	756,000	660,991
6 years or more	99	22%	600,000	672,000	750,000	680,980
Extreme Project Management						
None	335	74%	534,000	632,000	730,000	641,120
1 to 5 years	75	17%	600,000	672,000	750,000	678,918
6 years or more	42	9%	600,000	700,000	763,488	710,610
Process-Based Project Management						
None	122	27%	516,000	605,800	722,400	625,382
1 to 5 years	149	33%	534,000	624,000	700,000	627,250
6 years or more	186	41%	600,000	680,000	780,000	695,380
Event Chain Project Management						
None	302	67%	536,000	640,000	730,000	645,113
1 to 5 years	92	20%	556,000	653,000	742,200	665,554
6 years or more	59	13%	582,000	680,000	750,000	676,365
Project Portfolio Management						
None	197	43%	516,000	600,000	684,000	607,475
1 to 5 years	170	37%	555,000	660,000	750,000	656,955
6 years or more	88	19%	651,000	744,000	820,000	748,800
Program Management						
None	162	35%	510,305	577,100	660,000	589,719
1 to 5 years	180	39%	580,000	660,000	747,000	659,593
6 years or more	118	26%	650,000	722,500	800,500	732,306
Earned Value Management						
None	156	34%	529,000	600,000	700,000	619,656
1 to 5 years	182	40%	549,323	650,000	725,000	648,170
6 years or more	119	26%	624,000	720,000	800,000	712,653
Lean Project Management						
None	222	49%	530,000	630,000	725,000	639,226
1 to 5 years	155	34%	549,600	650,000	740,400	654,625
6 years or more	80	18%	600,000	698,000	768,000	695,293
Critical Chain Project Management						
None	152	33%	532,000	641,000	743,166	645,288
1 to 5 years	148	32%	526,500	612,528	700,000	623,548
6 years or more	162	35%	600,000	675,000	766,301	688,518
Waterfall Project Management						
None	108	23%	530,000	621,042	705,000	627,924
1 to 5 years	111	24%	504,000	593,000	700,000	617,352
6 years or more	241	52%	600,000	675,000	760,000	683,777
Risk Management						
None	29	6%	480,000	540,000	660,000	568,934
1 to 5 years	148	32%	504,000	580,000	690,000	604,395

6 years or more	285	62%	600,000	675,000	763,488	688,124
Change Management						
None	48	10%	485,859	529,000	660,000	562,397
1 to 5 years	160	35%	528,000	600,570	700,000	616,294
6 years or more	253	55%	600,000	684,000	780,000	694,200
Resource Management						
None	45	10%	492,000	540,000	660,000	564,341
1 to 5 years	133	29%	504,000	599,000	700,000	615,800
6 years or more	284	61%	600,000	677,000	767,298	687,902

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	17	4%	400,000	456,000	481,600	443,560
3 < 5 years	21	4%	500,000	528,000	600,000	560,815
5 < 10 years	111	23%	500,000	552,000	650,000	581,038
10 < 15 years	133	28%	567,000	650,000	720,000	655,570
15 < 20 years	104	22%	611,000	672,000	750,000	675,927
20 years or more	94	20%	673,200	750,000	840,000	761,436

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	18	4%	500,400	601,000	700,000	622,880
Some college or Associate's degree	49	10%	550,000	654,000	750,000	651,096
4-year college degree	81	17%	540,000	650,000	780,000	660,930
Master's degree	310	65%	540,000	650,000	730,000	647,637
Doctoral degree	22	5%	600,140	700,000	765,600	702,582

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	61	13%	540,000	654,000	750,000	655,140
No degree in PM	414	87%	543,000	650,000	732,000	650,864

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	368	77%	561,520	660,000	750,000	667,782
PMP for less than 1 year	10	3%	536,000	579,000	704,000	603,699
PMP for 1 < 5 years	184	51%	540,000	624,000	700,000	631,392
PMP for 5 < 10 years	109	30%	600,000	680,000	750,000	684,044
PMP for 10 < 20 years	60	16%	682,000	742,000	875,000	763,510
PMP for 20+ years	1	*	--	--	--	--
Do not have a PMP Certification	112	23%	502,500	595,800	700,000	599,386

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	208	44%	549,462	660,000	738,166	657,919
5 to 9 days	169	36%	548,400	650,000	740,400	652,360
10 days or more	98	21%	530,000	630,000	733,000	640,044

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	344	74%	544,000	650,000	744,000	653,018
Female	124	26%	540,000	640,000	715,000	641,059

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	32	7%	532,000	622,000	725,000	640,806
Consulting	72	15%	540,000	650,000	700,000	648,313
Customer Service/Public Relations	3	1%	--	--	--	--
Engineering	41	9%	552,000	610,000	702,000	636,762
Finance	2	*	--	--	--	--
Human Resources	2	*	--	--	--	--
Information Technology/Information Systems	73	15%	549,600	636,000	720,000	631,510
Operations/Manufacturing	14	3%	540,000	570,600	796,000	630,201
Project Management Department or PMO	158	33%	583,200	672,000	780,000	677,309
Quality Management	3	1%	--	--	--	--
Research and Development	57	12%	516,000	640,000	736,332	640,690
Sales/Marketing	10	2%	451,200	660,000	800,000	641,280
Supply Chain Management/Logistics	5	1%	--	--	--	--
Training/Education	1	*	--	--	--	--
Other	7	1%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	3	1%	--	--	--	--
Business services	2	*	--	--	--	--
Construction	16	3%	510,000	591,800	665,000	608,600
Consulting	60	13%	529,000	628,500	720,000	638,965
Engineering	89	19%	540,000	624,000	750,000	649,645
Financial services	9	2%	--	--	--	--
Food and beverage	12	3%	600,070	636,000	725,652	652,370
Government	6	1%	--	--	--	--
Healthcare	11	2%	589,200	660,000	760,000	698,491
Information technology	106	22%	574,200	656,291	730,000	651,217
Insurance	2	*	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	33	7%	510,000	612,000	744,000	627,325
Pharmaceuticals	26	5%	600,000	680,000	756,000	723,829
Real Estate	2	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	3	1%	--	--	--	--
Telecommunications	45	9%	550,000	712,000	790,000	695,674
Training/Education	1	*	--	--	--	--
Utility	8	2%	--	--	--	--
Other	46	10%	530,000	621,000	700,000	622,706

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	128	27%	600,000	700,000	770,000	693,022
Construction	52	11%	550,000	660,000	710,000	672,919
Engineering	131	27%	536,000	602,000	730,000	635,140
Information Technology	211	44%	574,200	670,000	750,000	668,744
Manufacturing	51	11%	528,000	600,000	750,000	644,084
Operations	82	17%	564,000	676,000	780,000	679,367
Quality Management	47	10%	530,000	650,000	720,000	631,553
Regulatory Compliance	41	9%	580,000	672,000	754,000	671,496
Research and Development	122	25%	530,000	633,000	740,000	646,052
Supply Chain						
Management/Logistics	39	8%	596,400	690,000	780,000	690,923
Other	31	6%	546,000	654,000	750,000	675,226

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	51	11%	516,000	600,000	710,000	627,367
100 to 299	34	7%	504,000	577,100	696,000	622,956
300 to 999	31	6%	540,000	654,000	700,000	647,117
1,000 to 2,499	35	7%	552,000	624,000	711,600	636,166
2,500 to 4,999	46	10%	530,000	600,000	726,580	618,362
5,000 to 9,999	30	6%	570,000	650,000	780,000	667,529
10,000 or more	253	53%	567,000	660,000	750,000	667,596

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	23	6%	500,400	530,000	660,000	577,035
5-9 people	126	31%	534,000	600,070	700,000	626,965
10-14 people	93	23%	540,000	636,000	730,000	643,498
15-19 people	42	10%	593,000	645,000	720,000	650,783
20 or more people	121	30%	612,000	696,000	790,000	707,794

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	27	6%	492,000	552,000	680,400	593,862
\$100,000 to \$499,999	98	23%	530,000	600,000	690,000	617,467
\$500,000 to \$999,999	74	17%	540,000	660,000	750,000	658,101
\$1 million to \$10 million	166	38%	550,270	655,000	750,000	656,418
More than \$10 million	70	16%	612,000	700,000	800,000	718,292

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	154	32%
Yes - Informal	151	32%
No	150	31%
Don't Know	23	5%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	67	22%
Yes - Informal	117	38%
No	85	28%
Don't Know	35	12%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	200	42%
Yes - Informal	113	24%
No	129	27%
Don't Know	32	7%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	22	5%	64	14%	387	82%
Director of Project Management Office (PMO)	--	*	3	19%	13	81%
Portfolio Manager	1	6%	4	24%	13	76%
Program Manager	7	11%	11	17%	47	72%
Project Manager III	9	6%	17	12%	118	82%
Project Manager II	2	2%	19	17%	94	82%
Project Manager I	1	3%	4	13%	25	83%
Project Management Specialist	1	5%	1	5%	18	90%
Project Management Consultant	1	2%	5	8%	59	91%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	19%	399	84%	102	21%
Director of Project Management Office (PMO)	4	25%	16	100%	5	31%
Portfolio Manager	10	59%	13	76%	3	18%
Program Manager	9	14%	56	85%	12	18%
Project Manager III	27	19%	117	81%	29	20%
Project Manager II	12	10%	101	85%	24	20%
Project Manager I	7	23%	28	93%	8	27%
Project Management Specialist	5	25%	13	65%	4	20%
Project Management Consultant	15	23%	55	85%	17	26%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	460	28.4	440	29.8
Director of Project Management Office (PMO)	14	28.9	16	29.9
Portfolio Manager	17	28.9	16	30.4
Program Manager	60	29.6	59	30.9
Project Manager III	142	28.2	141	29.6
Project Manager II	116	27.9	107	29.1
Project Manager I	29	27.6	26	29.5
Project Management Specialist	18	29.4	18	31.7
Project Management Consultant	64	28.4	57	29.4

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	300	63%	109	23%	92	19%
Director of Project Management Office (PMO)	13	81%	7	44%	--	*
Portfolio Manager	14	82%	2	12%	4	24%
Program Manager	41	62%	14	21%	15	23%
Project Manager III	84	59%	30	21%	32	23%
Project Manager II	73	61%	23	19%	24	20%
Project Manager I	19	63%	7	23%	5	17%
Project Management Specialist	12	60%	7	35%	2	10%
Project Management Consultant	44	68%	19	29%	10	15%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	477	39.6	477	43.0
Director of Project Management Office (PMO)	16	39.6	16	46.3
Portfolio Manager	17	39.6	17	44.4
Program Manager	66	39.5	66	44.9
Project Manager III	143	39.7	144	42.7
Project Manager II	120	39.6	120	42.1
Project Manager I	30	39.4	29	41.6
Project Management Specialist	20	39.9	20	42.6
Project Management Consultant	65	39.7	65	43.0

Annualized Salary by Position Description - Self-Employed Only

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	--	*	--	--	--	--
Portfolio Manager	3	5%	--	--	--	--
Program Manager	10	17%	600,000	668,000	750,000	659,600
Project Manager III	14	23%	490,000	662,000	780,000	671,700
Project Manager II	13	22%	550,000	660,000	750,000	634,177
Project Manager I	7	12%	--	--	--	--
Project Management Specialist	2	3%	--	--	--	--
Project Management Consultant	11	18%	469,800	600,000	900,000	658,582

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	16	4%	693,000	800,000	894,500	800,938
Portfolio Manager	14	3%	624,000	735,000	780,000	722,637
Program Manager	56	13%	672,000	747,000	814,800	747,851
Project Manager III	130	31%	600,000	675,500	750,000	682,911
Project Manager II	107	25%	500,000	580,000	650,000	581,990
Project Manager I	25	6%	500,000	516,000	550,270	542,710
Project Management Specialist	18	4%	500,000	591,800	673,200	586,506
Project Management Consultant	54	13%	540,000	655,000	700,000	639,495

Switzerland

Detailed Findings – All Respondents



Total Compensation (in Swiss Francs)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	549	115,000	130,000	150,000	134,912
Total Compensation	549	122,800	145,000	170,000	149,609

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months			Next 12 Months		
	n=	Percent		n=	Percent
Decreased	25	5%	Decrease	24	4%
Remained the same	195	36%	Remain the same	200	36%
Increased less than 1%	80	15%	Increase less than 1%	85	15%
Increased 1% to 2.9%	123	22%	Increase 1% to 2.9%	111	20%
Increased 3% to 3.9%	28	5%	Increase 3% to 3.9%	40	7%
Increased 4% to 4.9%	23	4%	Increase 4% to 4.9%	19	3%
Increased 5% to 6.9%	19	3%	Increase 5% to 6.9%	28	5%
Increased 7% to 9.9%	16	3%	Increase 7% to 9.9%	13	2%
Increased 10% to 14.9%	19	3%	Increase 10% to 14.9%	15	3%
Increased 15% to 19.9%	8	1%	Increase 15% to 19.9%	6	1%
Increased 20% to 24.9%	1	*	Increase 20% to 24.9%	3	1%
Increased 25% to 29.9%	4	1%	Increase 25% to 29.9%	2	*
Increased 30% or greater	8	1%	Increase 30% or greater	3	1%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	36	7%	131,000	153,000	180,000	158,360
Portfolio Manager	37	7%	130,000	150,000	180,000	159,819
Program Manager	81	15%	120,000	140,000	160,000	141,570
Project Manager III	154	28%	118,000	135,000	150,000	134,989
Project Manager II	129	23%	115,000	127,000	140,000	127,766
Project Manager I	49	9%	100,000	110,000	130,000	113,755
Project Management Specialist	30	5%	100,730	116,500	130,000	118,170
Project Management Consultant	33	6%	120,000	136,000	150,000	139,276

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	--	*	--	--	--	--
3 < 5 years	8	1%	--	--	--	--
5 < 10 years	74	13%	95,329	103,350	120,000	109,378
10 < 15 years	128	23%	112,400	124,250	135,000	125,299
15 < 20 years	113	21%	120,000	130,000	143,000	134,390
20 years or more	226	41%	130,000	147,000	165,000	150,523

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	179	34%	107,000	120,055	142,000	127,786
1 to 5 years	265	51%	120,000	134,300	150,000	135,439
6 years or more	76	15%	130,000	146,588	170,000	152,223
Extreme Project Management						
None	394	77%	115,000	130,000	150,000	133,983
1 to 5 years	79	15%	115,000	135,000	150,000	135,917
6 years or more	42	8%	120,000	146,500	156,000	145,669
Process-Based Project Management						
None	159	31%	116,000	130,000	147,000	134,213
1 to 5 years	170	33%	108,000	126,500	145,000	128,751
6 years or more	188	36%	124,750	140,000	160,000	142,558
Event Chain Project Management						
None	378	74%	115,000	131,975	150,000	135,245
1 to 5 years	78	15%	105,000	125,000	147,000	127,164
6 years or more	52	10%	126,114	144,500	160,000	146,966
Project Portfolio Management						
None	199	38%	106,000	120,000	139,000	123,481
1 to 5 years	215	41%	120,000	135,000	154,560	138,498
6 years or more	114	22%	130,000	148,588	170,000	150,084
Program Management						
None	159	30%	110,000	125,000	140,000	126,749
1 to 5 years	225	43%	115,000	129,000	147,000	130,162
6 years or more	144	27%	130,000	150,000	170,000	152,682
Earned Value Management						
None	197	38%	110,000	130,000	150,000	132,113
1 to 5 years	205	39%	115,000	130,000	145,600	131,144
6 years or more	120	23%	129,520	145,000	161,000	147,212
Lean Project Management						
None	255	49%	114,000	131,950	150,000	134,634
1 to 5 years	191	37%	115,000	129,145	145,000	130,533
6 years or more	72	14%	130,000	146,500	160,000	146,899
Critical Chain Project Management						
None	268	51%	115,000	130,000	150,000	134,885
1 to 5 years	153	29%	110,000	126,100	145,000	130,036
6 years or more	100	19%	127,000	143,000	160,000	143,901
Waterfall Project Management						
None	139	26%	105,000	121,000	144,000	128,541
1 to 5 years	127	24%	102,000	120,000	135,000	121,888
6 years or more	260	49%	127,000	140,000	160,000	145,322
Risk Management						
None	54	10%	100,000	118,000	140,000	125,492
1 to 5 years	196	37%	105,000	120,000	136,000	123,401

6 years or more	277	53%	127,000	143,000	160,000	145,724
Change Management						
None	59	11%	100,000	115,000	136,000	119,952
1 to 5 years	202	38%	110,000	125,000	140,000	127,402
6 years or more	267	51%	125,228	140,000	160,000	144,884
Resource Management						
None	53	10%	102,000	116,000	135,000	122,186
1 to 5 years	185	35%	105,000	120,000	140,000	125,122
6 years or more	288	55%	126,000	140,000	160,000	144,323

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	12	2%	92,250	94,000	104,574	97,603
3 < 5 years	40	7%	93,900	101,128	117,500	107,874
5 < 10 years	195	36%	110,000	120,640	137,000	125,899
10 < 15 years	153	28%	120,000	135,000	150,000	137,708
15 < 20 years	84	15%	130,000	145,000	160,000	147,805
20 years or more	65	12%	140,000	160,000	177,000	162,235

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	15	3%	126,000	143,000	150,000	136,833
Some college or Associate's degree	13	2%	110,000	133,000	165,000	146,885
4-year college degree	98	18%	110,000	127,000	144,000	128,739
Master's degree	351	64%	115,000	132,000	150,000	135,249
Doctoral degree	72	13%	120,000	137,500	160,000	139,110

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	96	18%	109,000	127,500	150,000	133,769
No degree in PM	451	82%	116,500	133,000	150,000	135,106

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	443	81%	120,000	135,000	150,000	137,378
PMP for less than 1 year	9	2%	--	--	--	--
PMP for 1 < 5 years	248	57%	114,246	130,000	145,000	131,714
PMP for 5 < 10 years	120	28%	125,500	140,000	154,780	143,764
PMP for 10 < 20 years	57	13%	139,250	150,000	170,000	154,811
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP Certification	106	19%	100,256	120,820	143,000	124,605

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	252	46%	115,000	130,000	150,000	135,290
5 to 9 days	169	31%	120,000	136,000	150,000	137,143
10 days or more	125	23%	110,000	125,000	150,000	130,705

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	439	83%	115,000	133,000	150,000	135,306
Female	91	17%	110,000	130,000	150,000	134,545

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	30	5%	100,000	132,000	150,000	129,659
Consulting	48	9%	112,500	127,448	141,000	129,598
Customer Service/Public Relations	5	1%	--	--	--	--
Engineering	33	6%	102,000	115,000	139,250	121,341
Finance	14	3%	120,000	130,000	150,000	133,857
Human Resources	1	*	--	--	--	--
Information Technology/Information Systems	148	27%	120,000	138,000	158,000	141,375
Operations/Manufacturing	18	3%	115,000	150,000	170,000	147,882
Project Management Department or PMO	158	29%	120,000	135,500	150,000	137,949
Quality Management	5	1%	--	--	--	--
Research and Development	57	10%	107,500	120,000	135,000	121,906
Sales/Marketing	9	2%	--	--	--	--
Supply Chain Management/Logistics	14	3%	104,000	111,500	126,000	120,035
Training/Education	1	*	--	--	--	--
Other	8	1%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	6	1%	--	--	--	--
Business services	5	1%	--	--	--	--
Construction	14	3%	102,000	107,750	135,000	116,720
Consulting	40	7%	120,000	127,448	140,000	133,597
Engineering	44	8%	107,250	116,000	128,500	120,098
Financial services	86	16%	125,000	143,500	165,000	144,215
Food and beverage	17	3%	115,000	130,000	154,000	134,489
Government	8	1%	--	--	--	--
Healthcare	29	5%	113,000	141,732	156,000	139,509
Information technology	91	17%	115,000	130,000	150,000	132,628
Insurance	22	4%	125,228	146,000	156,000	148,692
Legal	--	*	--	--	--	--
Manufacturing	29	5%	101,790	120,000	150,000	130,595
Pharmaceuticals	62	11%	118,000	137,600	150,000	136,001
Real Estate	--	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	4	1%	--	--	--	--
Telecommunications	27	5%	120,000	140,000	147,000	132,444
Training/Education	2	*	--	--	--	--
Utility	9	2%	--	--	--	--
Other	54	10%	119,115	130,000	143,000	138,172

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	173	32%	120,000	136,000	150,000	140,637
Construction	42	8%	115,000	126,000	144,000	130,159
Engineering	109	20%	106,000	122,000	140,000	122,927
Information Technology	303	55%	120,000	135,000	150,000	137,553
Manufacturing	33	6%	110,000	128,000	145,600	127,236
Operations	98	18%	116,000	130,000	150,000	132,542
Quality Management	38	7%	115,000	130,000	138,000	132,268
Regulatory Compliance	72	13%	120,000	138,500	162,500	142,087
Research and Development	94	17%	110,000	128,573	150,000	130,659
Supply Chain						
Management/Logistics	49	9%	110,000	125,000	144,000	125,999
Other	21	4%	124,078	138,000	160,000	138,413

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	42	8%	93,000	126,000	142,000	125,709
100 to 299	45	8%	100,000	120,000	139,000	121,017
300 to 999	39	7%	115,000	125,000	147,000	128,910
1,000 to 2,499	55	10%	110,000	120,250	140,000	128,448
2,500 to 4,999	59	11%	110,000	126,000	150,000	133,024
5,000 to 9,999	22	4%	128,000	139,625	150,000	141,228
10,000 or more	287	52%	120,000	136,000	154,000	140,396

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	40	9%	97,500	119,000	136,100	117,976
5-9 people	156	36%	110,000	130,000	140,000	129,623
10-14 people	106	25%	120,000	140,000	160,000	141,533
15-19 people	38	9%	126,500	140,000	160,000	143,833
20 or more people	88	21%	125,500	147,088	170,000	148,990

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	31	6%	92,000	110,000	129,000	111,590
\$100,000 to \$499,999	117	23%	113,000	130,000	143,000	130,715
\$500,000 to \$999,999	91	18%	118,000	130,000	150,000	134,299
\$1 million to \$10 million	207	41%	120,000	136,000	156,000	139,433
More than \$10 million	56	11%	120,000	147,000	166,500	143,472

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	120	22%
Yes - Informal	208	38%
No	195	36%
Don't Know	24	4%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	65	20%
Yes - Informal	133	41%
No	91	28%
Don't Know	38	12%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	222	41%
Yes - Informal	177	33%
No	114	21%
Don't Know	31	6%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	22	4%	38	7%	488	90%
Director of Project Management Office (PMO)	--	*	6	17%	30	83%
Portfolio Manager	4	11%	4	11%	29	81%
Program Manager	10	12%	7	9%	67	83%
Project Manager III	5	3%	11	7%	136	90%
Project Manager II	2	2%	9	7%	117	91%
Project Manager I	1	2%	--	*	47	98%
Project Management Specialist	--	*	--	*	30	100%
Project Management Consultant	--	*	1	3%	32	97%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	21%	327	60%	68	13%
Director of Project Management Office (PMO)	16	44%	24	67%	8	22%
Portfolio Manager	12	33%	23	64%	4	11%
Program Manager	13	16%	52	66%	15	19%
Project Manager III	32	21%	94	61%	21	14%
Project Manager II	21	17%	76	60%	11	9%
Project Manager I	6	13%	18	38%	3	6%
Project Management Specialist	7	23%	21	70%	4	13%
Project Management Consultant	7	21%	19	58%	2	6%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	523	23.5	511	25.6
Director of Project Management Office (PMO)	34	23.6	34	25.3
Portfolio Manager	36	23.1	36	26.8
Program Manager	80	24.5	73	25.9
Project Manager III	147	23.2	145	25.1
Project Manager II	122	23.8	122	26.3
Project Manager I	46	23.5	44	25.9
Project Management Specialist	29	23.9	27	26.1
Project Management Consultant	29	21.9	30	22.7

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	182	34%	303	56%	72	13%
Director of Project Management Office (PMO)	8	23%	19	54%	5	14%
Portfolio Manager	12	32%	21	57%	5	14%
Program Manager	32	41%	45	57%	11	14%
Project Manager III	52	34%	87	58%	16	11%
Project Manager II	42	33%	69	54%	16	13%
Project Manager I	16	33%	24	50%	8	17%
Project Management Specialist	10	34%	20	69%	6	21%
Project Management Consultant	10	31%	18	56%	5	16%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	548	40.9	546	45.9
Director of Project Management Office (PMO)	36	40.9	36	48.1
Portfolio Manager	37	40.8	36	48.6
Program Manager	81	41.0	81	46.6
Project Manager III	153	40.8	152	45.7
Project Manager II	129	40.7	129	45.1
Project Manager I	49	40.8	49	44.4
Project Management Specialist	30	40.7	30	43.3
Project Management Consultant	33	41.4	33	47.0

Annualized Salary by Position Description - Self-Employed Only

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	7	10%	--	--	--	--
Portfolio Manager	6	9%	--	--	--	--
Program Manager	16	24%	109,557	130,000	160,000	130,695
Project Manager III	14	21%	125,000	141,500	164,000	143,020
Project Manager II	13	19%	120,000	120,000	160,000	136,357
Project Manager I	4	6%	--	--	--	--
Project Management Specialist	1	1%	--	--	--	--
Project Management Consultant	6	9%	--	--	--	--

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	29	6%	130,000	150,000	165,000	152,876
Portfolio Manager	31	6%	134,300	160,000	180,000	168,010
Program Manager	65	13%	127,000	142,000	160,000	144,247
Project Manager III	140	29%	117,250	133,500	150,000	134,186
Project Manager II	116	24%	115,000	127,000	139,625	126,804
Project Manager I	45	9%	100,000	110,000	130,000	113,289
Project Management Specialist	29	6%	100,730	113,000	130,000	118,004
Project Management Consultant	27	6%	110,000	136,000	150,000	133,841

Taiwan

Detailed Findings – All Respondents



Total Compensation (in Taiwan Dollars)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	241	730,000	924,000	1,200,000	1,028,896
Total Compensation	241	900,000	1,120,000	1,480,000	1,245,833

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months			Next 12 Months		
	n=	Percent		n=	Percent
Decreased	15	6%	Decrease	5	2%
Remained the same	82	34%	Remain the same	52	22%
Increased less than 1%	23	10%	Increase less than 1%	12	5%
Increased 1% to 2.9%	38	16%	Increase 1% to 2.9%	41	17%
Increased 3% to 3.9%	34	14%	Increase 3% to 3.9%	35	15%
Increased 4% to 4.9%	9	4%	Increase 4% to 4.9%	12	5%
Increased 5% to 6.9%	15	6%	Increase 5% to 6.9%	36	15%
Increased 7% to 9.9%	11	5%	Increase 7% to 9.9%	15	6%
Increased 10% to 14.9%	8	3%	Increase 10% to 14.9%	21	9%
Increased 15% to 19.9%	1	*	Increase 15% to 19.9%	5	2%
Increased 20% to 24.9%	3	1%	Increase 20% to 24.9%	4	2%
Increased 25% to 29.9%	1	*	Increase 25% to 29.9%	1	*
Increased 30% or greater	1	*	Increase 30% or greater	2	1%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	22	9%	840,000	1,200,000	1,600,000	1,317,909
Portfolio Manager	10	4%	1,200,000	1,260,000	1,500,000	1,371,000
Program Manager	34	14%	700,000	884,265	1,290,000	1,077,457
Project Manager III	39	16%	900,000	1,150,000	1,280,000	1,174,663
Project Manager II	46	19%	760,000	900,000	1,150,000	998,863
Project Manager I	48	20%	655,000	900,000	1,000,000	876,715
Project Management Specialist	35	15%	600,000	780,000	1,000,000	856,281
Project Management Consultant	7	3%	--	--	--	--

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	2	1%	--	--	--	--
3 < 5 years	8	3%	--	--	--	--
5 < 10 years	53	22%	700,000	750,000	1,000,000	866,985
10 < 15 years	64	27%	710,000	900,000	1,090,000	977,383
15 < 20 years	53	22%	900,000	1,000,000	1,200,000	1,128,365
20 years or more	61	25%	840,000	1,105,000	1,500,000	1,195,920

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	102	50%	700,000	866,000	1,140,000	936,091
1 to 5 years	79	38%	749,341	980,000	1,200,000	1,048,198
6 years or more	25	12%	900,000	1,200,000	1,500,000	1,267,753
Extreme Project Management						
None	112	55%	720,000	875,265	1,145,000	961,865
1 to 5 years	66	32%	750,000	959,000	1,260,000	1,050,273
6 years or more	26	13%	900,000	1,020,000	1,500,000	1,218,378
Process-Based Project Management						
None	34	16%	720,000	891,000	1,150,000	944,353
1 to 5 years	101	48%	700,000	900,000	1,200,000	977,476
6 years or more	76	36%	840,000	1,000,000	1,225,000	1,126,999
Event Chain Project Management						
None	94	46%	700,000	905,000	1,200,000	1,001,992
1 to 5 years	77	37%	720,000	900,000	1,150,000	990,607
6 years or more	35	17%	800,000	1,100,000	1,400,000	1,183,288
Project Portfolio Management						
None	68	33%	686,500	805,000	1,052,868	911,432
1 to 5 years	99	48%	750,000	918,000	1,150,000	1,015,390
6 years or more	40	19%	882,000	1,200,000	1,470,000	1,243,096
Program Management						
None	41	19%	700,000	840,000	1,080,000	893,024
1 to 5 years	117	54%	700,000	900,000	1,140,000	966,738
6 years or more	57	27%	850,000	1,200,000	1,646,844	1,285,205
Earned Value Management						
None	98	48%	700,000	909,000	1,200,000	1,013,083
1 to 5 years	69	33%	700,000	840,000	1,070,000	948,501
6 years or more	39	19%	850,000	1,000,000	1,450,000	1,192,573
Lean Project Management						
None	96	47%	700,000	900,000	1,145,000	979,050
1 to 5 years	77	37%	714,000	960,000	1,200,000	990,473
6 years or more	33	16%	840,000	1,100,000	1,450,000	1,222,783
Critical Chain Project Management						
None	89	43%	700,000	882,000	1,170,000	970,036
1 to 5 years	74	36%	714,000	997,000	1,200,000	1,007,375
6 years or more	44	21%	820,000	1,000,000	1,375,000	1,155,042
Waterfall Project Management						
None	92	44%	700,000	840,000	1,175,000	937,785
1 to 5 years	67	32%	749,341	1,000,000	1,170,000	1,042,083
6 years or more	50	24%	868,530	1,085,000	1,400,000	1,175,064
Risk Management						
None	39	18%	608,000	750,000	930,000	803,991
1 to 5 years	107	50%	714,000	900,000	1,150,000	1,002,643

6 years or more	69	32%	850,000	1,020,000	1,500,000	1,208,849
Change Management						
None	58	28%	673,000	796,000	900,000	832,502
1 to 5 years	88	42%	707,000	970,000	1,200,000	1,013,288
6 years or more	64	30%	875,000	1,149,000	1,500,000	1,219,071
Resource Management						
None	39	19%	673,000	840,000	960,000	915,012
1 to 5 years	97	46%	700,000	840,000	1,140,000	955,568
6 years or more	74	35%	850,000	1,085,000	1,440,000	1,184,776

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	12	5%	564,000	689,400	746,000	728,567
3 < 5 years	35	15%	608,000	700,000	900,000	802,967
5 < 10 years	104	43%	734,671	900,000	1,175,000	1,005,099
10 < 15 years	53	22%	900,000	1,000,000	1,200,000	1,148,604
15 < 20 years	25	10%	900,000	1,100,000	1,440,000	1,184,120
20 years or more	12	5%	896,265	1,450,000	1,650,000	1,342,344

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	1	*	--	--	--	--
Some college or Associate's degree	9	4%	--	--	--	--
4-year college degree	65	27%	700,000	840,000	1,200,000	1,009,102
Master's degree	154	64%	732,000	934,000	1,200,000	1,038,091
Doctoral degree	12	5%	885,000	1,050,000	1,380,000	1,093,500

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	53	22%	700,000	900,000	1,200,000	1,030,871
No degree in PM	183	78%	742,000	930,000	1,200,000	1,034,158

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	224	93%	745,671	930,000	1,200,000	1,030,415
PMP for less than 1 year	2	1%	--	--	--	--
PMP for 1 < 5 years	106	49%	700,000	891,000	1,150,000	977,575
PMP for 5 < 10 years	90	41%	780,000	990,000	1,200,000	1,017,190
PMP for 10 < 20 years	19	9%	900,000	1,105,000	1,800,000	1,336,684
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP Certification	17	7%	645,000	810,000	1,040,000	1,008,882

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	103	46%	720,000	918,000	1,200,000	1,032,296
5 to 9 days	58	26%	750,000	990,000	1,250,000	1,055,976
10 days or more	63	28%	750,000	918,000	1,200,000	1,019,063

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	166	70%	780,000	1,000,000	1,200,000	1,066,519
Female	71	30%	650,000	780,000	1,070,000	936,224

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	19	8%	600,000	924,000	1,200,000	994,329
Consulting	17	7%	700,000	720,000	930,000	824,400
Customer Service/Public Relations	3	1%	--	--	--	--
Engineering	36	15%	775,000	959,000	1,375,000	1,105,523
Finance	2	1%	--	--	--	--
Human Resources	1	*	--	--	--	--
Information Technology/Information Systems	52	22%	800,000	1,000,000	1,200,000	1,042,367
Operations/Manufacturing	3	1%	--	--	--	--
Project Management Department or PMO	57	24%	750,000	980,000	1,200,000	1,071,576
Quality Management	3	1%	--	--	--	--
Research and Development	21	9%	800,000	960,000	1,200,000	1,045,740
Sales/Marketing	17	7%	606,852	800,000	1,000,000	866,521
Supply Chain Management/Logistics	6	2%	--	--	--	--
Training/Education	1	*	--	--	--	--
Other	3	1%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	--	*	--	--	--	--
Business services	7	3%	--	--	--	--
Construction	8	3%	--	--	--	--
Consulting	12	5%	710,000	941,000	1,160,000	987,333
Engineering	29	12%	730,000	840,000	1,300,000	1,107,931
Financial services	9	4%	--	--	--	--
Food and beverage	3	1%	--	--	--	--
Government	3	1%	--	--	--	--
Healthcare	5	2%	--	--	--	--
Information technology	65	27%	780,000	980,000	1,200,000	1,075,590
Insurance	4	2%	--	--	--	--
Legal	1	*	--	--	--	--
Manufacturing	40	17%	700,000	805,000	1,035,000	881,809
Pharmaceuticals	13	5%	750,000	1,000,000	1,300,000	1,186,008
Real Estate	1	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	--	*	--	--	--	--
Telecommunications	28	12%	750,000	1,010,000	1,336,000	1,091,991
Training/Education	3	1%	--	--	--	--
Utility	--	*	--	--	--	--
Other	10	4%	714,000	767,800	1,040,000	922,343

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	31	13%	700,000	1,000,000	1,200,000	958,040
Construction	18	8%	800,000	879,000	1,200,000	1,013,458
Engineering	66	28%	800,000	1,000,000	1,400,000	1,106,949
Information Technology	111	47%	770,000	980,000	1,200,000	1,046,171
Manufacturing	44	19%	700,000	805,000	1,120,000	928,411
Operations	25	11%	850,000	1,200,000	1,300,000	1,202,530
Quality Management	28	12%	790,000	1,000,000	1,350,000	1,130,805
Regulatory Compliance	7	3%	--	--	--	--
Research and Development	54	23%	792,000	990,000	1,200,000	1,042,137
Supply Chain						
Management/Logistics	20	8%	725,000	884,000	1,225,000	1,011,405
Other	12	5%	680,000	800,000	1,100,000	984,057

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	46	19%	700,000	786,000	1,000,000	893,601
100 to 299	38	16%	650,000	870,000	1,070,000	945,070
300 to 999	35	15%	750,000	918,000	1,200,000	1,057,918
1,000 to 2,499	33	14%	770,000	1,000,000	1,200,000	1,050,061
2,500 to 4,999	20	8%	820,000	900,000	1,250,000	1,060,000
5,000 to 9,999	13	5%	840,000	1,000,000	1,200,000	1,060,385
10,000 or more	56	23%	775,000	1,020,000	1,370,000	1,147,885

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	43	29%	700,000	960,000	1,120,000	1,022,911
5-9 people	57	38%	720,000	900,000	1,200,000	1,001,853
10-14 people	23	15%	850,000	1,150,000	1,500,000	1,208,817
15-19 people	7	5%	--	--	--	--
20 or more people	20	13%	805,000	1,200,000	1,475,000	1,219,500

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	53	28%	700,000	800,000	1,000,000	884,810
\$100,000 to \$499,999	64	33%	720,000	900,000	1,144,000	1,030,325
\$500,000 to \$999,999	31	16%	730,000	900,000	1,200,000	974,563
\$1 million to \$10 million	36	19%	909,000	1,150,000	1,445,000	1,189,889
More than \$10 million	8	4%	--	--	--	--

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	59	26%
Yes - Informal	68	30%
No	73	32%
Don't Know	28	12%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	48	39%
Yes - Informal	59	48%
No	9	7%
Don't Know	8	6%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	59	26%
Yes - Informal	85	38%
No	69	31%
Don't Know	12	5%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	15	6%	14	6%	202	87%
Director of Project Management Office (PMO)	2	10%	1	5%	18	86%
Portfolio Manager	1	10%	--	*	9	90%
Program Manager	1	3%	4	12%	29	85%
Project Manager III	3	8%	2	5%	33	87%
Project Manager II	2	5%	2	5%	40	91%
Project Manager I	3	6%	4	9%	40	85%
Project Management Specialist	2	6%	1	3%	28	90%
Project Management Consultant	1	17%	--	*	5	83%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	17%	81	35%	74	32%
Director of Project Management Office (PMO)	9	43%	9	43%	6	29%
Portfolio Manager	2	20%	6	60%	4	40%
Program Manager	3	9%	10	29%	14	41%
Project Manager III	7	18%	14	37%	11	29%
Project Manager II	7	16%	15	33%	10	22%
Project Manager I	5	11%	15	32%	19	40%
Project Management Specialist	7	23%	9	29%	10	32%
Project Management Consultant	--	*	3	50%	--	*

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	218	9.7	198	19.0
Director of Project Management Office (PMO)	19	9.3	17	17.8
Portfolio Manager	9	9.2	9	20.1
Program Manager	32	10.7	28	18.1
Project Manager III	36	9.7	35	20.5
Project Manager II	43	10.1	40	20.3
Project Manager I	44	7.9	41	17.4
Project Management Specialist	29	9.6	23	16.8
Project Management Consultant	6	15.2	5	29.0

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	87	40%	44	20%	26	12%
Director of Project Management Office (PMO)	10	53%	3	16%	1	5%
Portfolio Manager	6	60%	--	*	--	*
Program Manager	14	41%	12	35%	2	6%
Project Manager III	11	30%	10	27%	2	5%
Project Manager II	18	44%	5	12%	7	17%
Project Manager I	16	36%	8	18%	5	11%
Project Management Specialist	9	32%	5	18%	6	21%
Project Management Consultant	3	50%	1	17%	3	50%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	225	39.6	227	45.4
Director of Project Management Office (PMO)	19	39.8	19	47.4
Portfolio Manager	10	37.6	10	39.6
Program Manager	34	40.3	34	46.5
Project Manager III	38	39.8	38	47.5
Project Manager II	43	39.5	44	45.9
Project Manager I	46	40.1	46	44.8
Project Management Specialist	29	39.0	30	43.5
Project Management Consultant	6	38.7	6	40.3

Annualized Salary by Position Description - Self-Employed Only

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	4	17%	--	--	--	--
Portfolio Manager	1	4%	--	--	--	--
Program Manager	4	17%	--	--	--	--
Project Manager III	1	4%	--	--	--	--
Project Manager II	4	17%	--	--	--	--
Project Manager I	6	26%	--	--	--	--
Project Management Specialist	2	9%	--	--	--	--
Project Management Consultant	1	4%	--	--	--	--

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	18	8%	840,000	1,450,000	1,800,000	1,380,222
Portfolio Manager	9	4%	--	--	--	--
Program Manager	30	14%	700,000	884,265	1,290,000	1,079,451
Project Manager III	38	17%	900,000	1,135,000	1,280,000	1,173,996
Project Manager II	42	19%	760,000	900,000	1,148,000	982,401
Project Manager I	42	19%	650,000	900,000	1,000,000	872,675
Project Management Specialist	33	15%	600,000	732,000	900,000	819,394
Project Management Consultant	6	3%	--	--	--	--

Turkey

Detailed Findings – All Respondents



Total Compensation (in Turkish Lira)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	355	85,000	120,000	160,000	129,263
Total Compensation	355	102,000	135,000	184,000	149,637

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months	n=	Percent	Next 12 Months	n=	Percent
Decreased	9	3%	Decrease	3	1%
Remained the same	37	10%	Remain the same	38	11%
Increased less than 1%	4	1%	Increase less than 1%	4	1%
Increased 1% to 2.9%	10	3%	Increase 1% to 2.9%	9	3%
Increased 3% to 3.9%	21	6%	Increase 3% to 3.9%	13	4%
Increased 4% to 4.9%	24	7%	Increase 4% to 4.9%	32	9%
Increased 5% to 6.9%	47	13%	Increase 5% to 6.9%	47	13%
Increased 7% to 9.9%	104	29%	Increase 7% to 9.9%	91	26%
Increased 10% to 14.9%	60	17%	Increase 10% to 14.9%	77	22%
Increased 15% to 19.9%	17	5%	Increase 15% to 19.9%	20	6%
Increased 20% to 24.9%	10	3%	Increase 20% to 24.9%	11	3%
Increased 25% to 29.9%	6	2%	Increase 25% to 29.9%	3	1%
Increased 30% or greater	6	2%	Increase 30% or greater	7	2%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	33	9%	123,600	160,000	220,000	178,809
Portfolio Manager	15	4%	138,000	180,000	200,000	173,701
Program Manager	55	15%	100,000	120,000	180,000	141,988
Project Manager III	74	21%	112,000	126,000	160,000	135,820
Project Manager II	66	19%	84,000	110,000	145,000	118,138
Project Manager I	47	13%	80,100	100,000	130,000	104,342
Project Management Specialist	38	11%	60,000	78,100	110,000	93,489
Project Management Consultant	27	8%	80,000	120,000	150,000	121,056

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	2	1%	--	--	--	--
3 < 5 years	4	1%	--	--	--	--
5 < 10 years	71	20%	69,000	96,000	124,000	98,215
10 < 15 years	134	38%	84,000	118,605	138,000	115,930
15 < 20 years	88	25%	120,000	150,000	190,542	158,019
20 years or more	56	16%	112,834	150,000	192,000	160,200

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	103	33%	80,100	115,200	150,000	122,668
1 to 5 years	168	54%	94,500	121,000	160,000	130,308
6 years or more	41	13%	120,000	140,000	180,000	150,802
Extreme Project Management						
None	161	57%	91,200	120,000	168,600	130,987
1 to 5 years	91	32%	80,000	120,000	150,000	124,644
6 years or more	31	11%	120,000	140,000	180,000	147,188
Process-Based Project Management						
None	65	22%	94,000	126,000	180,000	136,804
1 to 5 years	141	48%	84,000	114,439	144,000	120,619
6 years or more	89	30%	102,000	130,000	180,000	139,758
Event Chain Project Management						
None	170	63%	90,000	120,000	169,560	131,924
1 to 5 years	70	26%	80,000	116,439	138,000	112,378
6 years or more	28	10%	120,000	172,000	195,000	165,764
Project Portfolio Management						
None	127	44%	72,000	110,000	135,500	110,655
1 to 5 years	107	37%	100,000	124,000	179,000	138,959
6 years or more	52	18%	120,000	169,000	185,000	164,501
Program Management						
None	90	30%	75,000	111,000	140,000	115,088
1 to 5 years	146	48%	96,000	120,500	168,000	132,826
6 years or more	69	23%	100,000	140,000	180,000	151,360
Earned Value Management						
None	77	26%	96,000	122,775	168,000	135,036
1 to 5 years	150	51%	80,000	118,605	140,000	121,423
6 years or more	67	23%	120,000	150,000	180,000	156,490
Lean Project Management						
None	124	43%	84,500	120,000	152,500	127,358
1 to 5 years	117	41%	84,000	120,000	180,000	133,076
6 years or more	47	16%	115,000	132,000	160,000	136,758
Critical Chain Project Management						
None	112	40%	90,000	120,000	169,080	131,104
1 to 5 years	111	39%	80,000	120,000	140,000	120,078
6 years or more	60	21%	118,605	140,000	180,000	148,436
Waterfall Project Management						
None	76	25%	77,500	112,000	144,000	119,955
1 to 5 years	114	37%	84,000	120,000	150,000	124,353
6 years or more	118	38%	110,000	135,500	180,000	145,920
Risk Management						
None	31	10%	76,200	100,000	120,000	107,968
1 to 5 years	159	51%	84,000	120,000	150,000	125,288

6 years or more	119	39%	100,000	140,000	180,000	145,689
Change Management						
None	27	9%	60,000	85,000	130,000	103,940
1 to 5 years	154	50%	95,000	120,000	150,000	124,970
6 years or more	129	42%	100,000	135,000	180,000	143,597
Resource Management						
None	30	10%	85,000	120,000	140,000	124,237
1 to 5 years	140	45%	80,000	112,220	147,500	118,540
6 years or more	143	46%	108,000	138,000	180,000	146,568

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	15	4%	60,000	80,000	100,000	89,078
3 < 5 years	48	14%	73,500	100,000	120,000	99,962
5 < 10 years	186	52%	85,000	120,000	150,000	124,692
10 < 15 years	75	21%	120,000	150,000	180,000	150,776
15 < 20 years	25	7%	98,000	180,000	216,000	165,567
20 years or more	6	2%	--	--	--	--

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	2	1%	--	--	--	--
Some college or Associate's degree	2	1%	--	--	--	--
4-year college degree	147	41%	90,000	120,000	160,000	129,539
Master's degree	187	53%	85,000	120,000	160,000	129,916
Doctoral degree	17	5%	120,000	120,000	150,000	129,759

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	36	10%	102,000	137,500	180,000	143,771
No degree in PM	316	90%	85,000	120,000	151,000	127,996

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	302	85%	93,000	120,000	162,000	132,073
PMP for less than 1 year	3	1%	--	--	--	--
PMP for 1 < 5 years	204	69%	84,000	120,000	150,000	121,686
PMP for 5 < 10 years	76	26%	111,000	150,000	185,800	151,858
PMP for 10 < 20 years	14	5%	140,000	180,000	192,000	176,643
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP Certification	53	15%	72,000	100,000	130,000	113,251

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	116	33%	84,500	120,000	160,000	132,534
5 to 9 days	105	30%	85,000	120,000	150,000	123,301
10 days or more	127	36%	96,000	120,000	170,000	131,527

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	252	72%	92,100	120,000	163,500	132,557
Female	97	28%	84,000	116,826	150,000	122,741

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	58	16%	96,193	120,000	180,000	134,847
Consulting	19	5%	96,000	140,000	180,000	140,327
Customer Service/Public Relations	4	1%	--	--	--	--
Engineering	19	5%	60,000	75,000	100,000	91,874
Finance	3	1%	--	--	--	--
Human Resources	2	1%	--	--	--	--
Information Technology/Information Systems	72	20%	84,000	120,000	160,000	127,933
Operations/Manufacturing	4	1%	--	--	--	--
Project Management Department or PMO	144	41%	96,000	124,000	161,000	132,325
Quality Management	1	*	--	--	--	--
Research and Development	9	3%	--	--	--	--
Sales/Marketing	12	3%	114,000	137,750	170,000	138,883
Supply Chain Management/Logistics	3	1%	--	--	--	--
Training/Education	--	*	--	--	--	--
Other	5	1%	--	--	--	--

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	11	3%	100,000	126,000	150,000	128,636
Business services	1	*	--	--	--	--
Construction	33	9%	117,211	150,000	222,000	162,191
Consulting	22	6%	96,000	120,000	170,000	130,828
Engineering	30	8%	72,000	100,000	122,775	100,838
Financial services	37	10%	120,000	160,000	192,000	160,592
Food and beverage	6	2%	--	--	--	--
Government	5	1%	--	--	--	--
Healthcare	5	1%	--	--	--	--
Information technology	76	21%	91,062	120,000	150,000	124,160
Insurance	14	4%	90,000	120,000	152,000	125,222
Legal	--	*	--	--	--	--
Manufacturing	16	5%	82,500	120,000	150,000	123,817
Pharmaceuticals	--	*	--	--	--	--
Real Estate	2	1%	--	--	--	--
Resources (Agriculture, Mining, etc.)	2	1%	--	--	--	--
Telecommunications	58	16%	81,000	110,000	150,000	121,918
Training/Education	2	1%	--	--	--	--
Utility	1	*	--	--	--	--
Other	34	10%	80,100	120,000	142,000	118,740

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	79	22%	110,000	144,000	180,000	146,059
Construction	58	16%	90,000	126,388	180,000	144,094
Engineering	93	26%	81,000	120,000	160,000	128,946
Information Technology	207	58%	96,000	121,000	162,000	132,665
Manufacturing	35	10%	80,000	110,000	160,000	119,778
Operations	69	19%	88,904	120,000	150,000	123,400
Quality Management	18	5%	75,000	113,413	150,000	122,673
Regulatory Compliance	24	7%	120,000	126,356	191,800	148,129
Research & Development	55	16%	100,000	120,000	140,000	127,558
Supply Chain						
Management/Logistics	26	7%	88,904	120,000	150,000	119,096
Other	20	6%	86,197	139,000	195,800	142,977

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	36	10%	84,000	110,000	124,800	111,128
100 to 299	45	13%	80,000	120,000	150,000	122,685
300 to 999	55	15%	100,000	138,000	180,000	141,198
1,000 to 2,499	53	15%	80,000	115,000	150,000	123,331
2,500 to 4,999	39	11%	84,000	120,000	180,000	136,422
5,000 to 9,999	25	7%	112,000	126,000	150,000	136,613
10,000 or more	102	29%	80,000	120,000	180,000	130,675

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	36	13%	95,500	120,000	160,000	134,584
5-9 people	90	33%	96,000	120,500	156,000	126,523
10-14 people	57	21%	100,000	120,000	150,000	129,329
15-19 people	25	9%	96,000	120,000	160,000	136,585
20 or more people	68	25%	100,000	138,000	180,000	148,711

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	35	11%	84,000	120,000	150,000	117,418
\$100,000 to \$499,999	80	25%	96,000	120,800	175,000	136,396
\$500,000 to \$999,999	41	13%	90,000	120,000	150,000	121,956
\$1 million to \$10 million	114	35%	85,000	120,000	160,000	129,781
More than \$10 million	53	16%	120,000	132,000	180,000	141,074

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	67	19%
Yes - Informal	158	45%
No	107	30%
Don't Know	21	6%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	51	23%
Yes - Informal	124	56%
No	30	13%
Don't Know	18	8%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	133	38%
Yes - Informal	99	28%
No	107	31%
Don't Know	11	3%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	17	5%	12	3%	320	92%
Director of Project Management Office (PMO)	1	3%	2	6%	30	91%
Portfolio Manager	--	*	1	7%	14	93%
Program Manager	3	6%	--	*	49	94%
Project Manager III	6	8%	4	5%	64	88%
Project Manager II	2	3%	2	3%	61	94%
Project Manager I	3	7%	2	4%	41	89%
Project Management Specialist	1	3%	--	*	37	97%
Project Management Consultant	1	4%	1	4%	24	92%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	54%	237	68%	208	59%
Director of Project Management Office (PMO)	24	73%	28	85%	22	67%
Portfolio Manager	7	47%	12	80%	10	67%
Program Manager	36	67%	40	74%	29	54%
Project Manager III	37	51%	51	70%	42	58%
Project Manager II	36	55%	49	74%	46	70%
Project Manager I	21	46%	27	59%	28	61%
Project Management Specialist	14	38%	18	49%	16	43%
Project Management Consultant	14	54%	12	46%	15	58%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	336	15.8	323	23.3
Director of Project Management Office (PMO)	31	14.4	32	22.4
Portfolio Manager	12	14.8	14	25.0
Program Manager	53	15.2	48	22.5
Project Manager III	72	14.6	71	22.3
Project Manager II	64	17.7	62	24.6
Project Manager I	44	16.7	40	23.4
Project Management Specialist	37	16.8	35	25.1
Project Management Consultant	23	14.2	21	22.3

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	158	46%	62	18%	30	9%
Director of Project Management Office (PMO)	13	39%	7	21%	6	18%
Portfolio Manager	8	53%	2	13%	1	7%
Program Manager	21	40%	10	19%	4	8%
Project Manager III	33	46%	16	22%	5	7%
Project Manager II	33	52%	11	17%	4	6%
Project Manager I	18	40%	9	20%	5	11%
Project Management Specialist	18	50%	5	14%	3	8%
Project Management Consultant	14	54%	2	8%	2	8%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	350	42.5	347	46.3
Director of Project Management Office (PMO)	33	41.9	32	47.6
Portfolio Manager	15	40.9	15	47.1
Program Manager	55	42.1	53	46.8
Project Manager III	74	42.2	74	45.5
Project Manager II	65	42.5	64	46.2
Project Manager I	45	43.2	45	46.8
Project Management Specialist	38	43.8	38	45.5
Project Management Consultant	25	42.8	26	45.8

Annualized Salary by Position Description - Self-Employed Only

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	6	24%	--	--	--	--
Portfolio Manager	2	8%	--	--	--	--
Program Manager	6	24%	--	--	--	--
Project Manager III	4	16%	--	--	--	--
Project Manager II	3	12%	--	--	--	--
Project Manager I	--	*	--	--	--	--
Project Management Specialist	2	8%	--	--	--	--
Project Management Consultant	2	8%	--	--	--	--

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	27	8%	123,600	160,000	235,000	182,174
Portfolio Manager	13	4%	144,000	180,000	200,000	177,347
Program Manager	49	15%	100,000	120,000	175,000	137,843
Project Manager III	70	21%	110,000	124,388	152,000	133,610
Project Manager II	63	19%	84,000	114,000	150,000	119,342
Project Manager I	47	14%	80,100	100,000	130,000	104,342
Project Management Specialist	36	11%	60,000	80,000	115,000	95,671
Project Management Consultant	25	8%	80,000	120,000	140,000	120,900

United Arab Emirates

Detailed Findings – All Respondents



Total Compensation (in United Arab Emirates Dirham)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	523	216,000	312,000	425,000	341,011
Total Compensation	523	240,000	360,000	500,000	391,251

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months	n=	Percent	Next 12 Months	n=	Percent
Decreased	22	4%	Decrease	15	3%
Remained the same	272	52%	Remain the same	166	32%
Increased less than 1%	10	2%	Increase less than 1%	19	4%
Increased 1% to 2.9%	50	10%	Increase 1% to 2.9%	60	11%
Increased 3% to 3.9%	30	6%	Increase 3% to 3.9%	45	9%
Increased 4% to 4.9%	29	6%	Increase 4% to 4.9%	34	7%
Increased 5% to 6.9%	36	7%	Increase 5% to 6.9%	54	10%
Increased 7% to 9.9%	16	3%	Increase 7% to 9.9%	33	6%
Increased 10% to 14.9%	26	5%	Increase 10% to 14.9%	53	10%
Increased 15% to 19.9%	10	2%	Increase 15% to 19.9%	15	3%
Increased 20% to 24.9%	5	1%	Increase 20% to 24.9%	8	2%
Increased 25% to 29.9%	4	1%	Increase 25% to 29.9%	8	2%
Increased 30% or greater	13	2%	Increase 30% or greater	13	2%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	21	4%	436,332	600,000	720,000	591,816
Portfolio Manager	24	5%	380,000	443,000	551,500	462,886
Program Manager	92	18%	315,500	416,584	546,000	432,380
Project Manager III	92	18%	283,000	350,000	451,604	371,647
Project Manager II	76	15%	234,000	300,000	360,000	313,903
Project Manager I	103	20%	172,800	224,736	324,000	250,728
Project Management Specialist	82	16%	171,000	250,000	336,000	259,115
Project Management Consultant	33	6%	204,000	257,154	360,000	300,353

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	--	*	--	--	--	--
3 < 5 years	7	1%	--	--	--	--
5 < 10 years	83	16%	144,000	200,000	300,000	229,799
10 < 15 years	184	35%	216,000	293,400	362,800	306,051
15 < 20 years	127	24%	264,000	360,016	480,000	378,199
20 years or more	122	23%	300,000	413,584	576,000	441,072

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	212	47%	223,400	315,690	450,000	348,850
1 to 5 years	170	38%	216,000	300,000	408,000	330,665
6 years or more	67	15%	260,638	369,000	484,945	384,234
Extreme Project Management						
None	231	51%	214,560	324,000	444,000	349,269
1 to 5 years	122	27%	200,000	291,400	413,168	313,592
6 years or more	97	22%	288,000	360,000	484,945	390,275
Process-Based Project Management						
None	106	23%	220,000	300,000	425,000	331,580
1 to 5 years	187	40%	180,000	288,000	360,000	293,709
6 years or more	172	37%	296,400	391,350	514,000	411,937
Event Chain Project Management						
None	275	62%	217,950	300,000	422,350	340,902
1 to 5 years	118	26%	205,000	314,000	430,000	339,478
6 years or more	54	12%	300,000	399,000	528,000	401,956
Project Portfolio Management						
None	202	44%	198,000	295,500	372,000	299,943
1 to 5 years	168	37%	228,000	327,300	422,500	351,180
6 years or more	86	19%	300,000	462,000	600,000	460,717
Program Management						
None	127	27%	192,000	290,000	363,600	291,305
1 to 5 years	210	45%	207,000	300,000	408,000	323,490
6 years or more	132	28%	300,000	420,000	575,500	440,278
Earned Value Management						
None	114	25%	200,000	300,000	413,168	314,575
1 to 5 years	213	46%	205,000	300,000	396,000	317,415
6 years or more	137	30%	300,000	400,000	504,000	419,236
Lean Project Management						
None	219	49%	217,950	300,000	420,000	334,769
1 to 5 years	152	34%	212,765	316,500	438,584	342,657
6 years or more	79	18%	260,000	372,000	484,945	388,993
Critical Chain Project Management						
None	173	39%	213,130	310,000	432,000	339,961
1 to 5 years	174	39%	204,000	300,000	396,000	321,369
6 years or more	102	23%	288,000	397,500	540,000	406,163
Waterfall Project Management						
None	225	50%	216,000	300,000	432,000	341,594
1 to 5 years	113	25%	200,000	300,000	392,700	323,030
6 years or more	108	24%	270,000	360,000	480,000	388,434
Risk Management						
None	56	12%	180,000	258,327	392,000	294,735
1 to 5 years	256	53%	204,500	300,000	372,000	302,710

6 years or more	173	36%	300,000	402,000	564,000	421,189
Change Management						
None	59	12%	170,000	232,640	360,000	280,753
1 to 5 years	208	43%	202,000	289,148	361,198	297,681
6 years or more	215	45%	300,000	400,000	528,000	411,077
Resource Management						
None	38	8%	200,000	255,342	390,000	303,770
1 to 5 years	204	43%	200,000	292,500	360,000	296,311
6 years or more	231	49%	264,000	378,000	500,000	397,431

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	23	4%	154,293	200,000	300,000	221,108
3 < 5 years	57	11%	180,000	240,000	310,000	244,834
5 < 10 years	214	41%	200,000	288,000	372,000	296,288
10 < 15 years	155	30%	278,196	360,016	480,000	387,301
15 < 20 years	45	9%	300,000	456,000	600,000	447,927
20 years or more	29	6%	420,000	528,000	700,000	541,845

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	1	*	--	--	--	--
Some college or Associate's degree	20	4%	251,650	300,000	400,000	328,834
4-year college degree	243	46%	200,000	290,296	390,000	307,022
Master's degree	239	46%	240,000	360,000	480,000	371,795
Doctoral degree	20	4%	213,000	315,314	539,500	405,116

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	114	22%	204,000	300,000	429,600	334,691
No degree in PM	406	78%	220,000	317,000	420,000	342,693

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	394	75%	240,000	327,500	438,000	351,194
PMP for less than 1 year	7	2%	--	--	--	--
PMP for 1 < 5 years	230	60%	212,400	297,000	390,000	310,280
PMP for 5 < 10 years	117	30%	300,000	396,000	528,000	407,128
PMP for 10 < 20 years	30	8%	300,000	422,500	537,600	442,824
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP Certification	129	25%	180,000	264,502	400,000	309,906

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	271	53%	214,560	300,000	447,600	345,166
5 to 9 days	113	22%	258,000	360,000	436,332	362,028
10 days or more	130	25%	208,860	300,000	402,000	319,595

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	447	90%	216,000	312,000	425,000	343,167
Female	49	10%	183,682	290,000	384,000	308,414

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	25	5%	240,000	400,000	540,000	410,097
Consulting	47	9%	200,000	352,554	450,000	356,120
Customer Service/Public Relations	1	*	--	--	--	--
Engineering	66	13%	205,000	300,000	450,000	344,595
Finance	6	1%	--	--	--	--
Human Resources	2	*	--	--	--	--
Information Technology/Information Systems	76	15%	240,000	300,000	367,500	313,792
Operations/Manufacturing	19	4%	120,000	228,000	300,000	247,611
Project Management Department or PMO	235	45%	228,000	330,000	452,548	352,960
Quality Management	6	1%	--	--	--	--
Research and Development	1	*	--	--	--	--
Sales/Marketing	10	2%	165,000	324,000	480,000	348,800
Supply Chain Management/Logistics	9	2%	--	--	--	--
Training/Education	1	*	--	--	--	--
Other	19	4%	200,000	324,648	360,000	312,413

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	17	3%	185,000	276,000	303,240	262,422
Business services	1	*	--	--	--	--
Construction	123	24%	210,000	300,000	424,800	329,997
Consulting	48	9%	300,000	386,000	480,000	409,312
Engineering	62	12%	180,000	302,500	447,600	333,682
Financial services	28	5%	238,200	340,500	389,500	338,023
Food and beverage	7	1%	--	--	--	--
Government	23	4%	240,000	324,600	577,000	400,250
Healthcare	7	1%	--	--	--	--
Information technology	48	9%	228,000	300,000	360,000	307,589
Insurance	3	1%	--	--	--	--
Legal	1	*	--	--	--	--
Manufacturing	13	2%	276,000	354,000	420,000	332,808
Pharmaceuticals	--	*	--	--	--	--
Real Estate	10	2%	300,000	367,500	425,000	394,900
Resources (Agriculture, Mining, etc.)	49	9%	210,000	302,000	450,000	363,516
Telecommunications	30	6%	200,000	300,000	360,000	308,220
Training/Education	4	1%	--	--	--	--
Utility	7	1%	--	--	--	--
Other	42	8%	240,000	348,000	468,000	351,817

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	109	21%	236,400	340,000	450,660	350,391
Construction	233	45%	228,000	336,000	456,000	361,076
Engineering	178	34%	210,000	306,793	438,000	341,428
Information Technology	172	33%	216,000	300,000	387,000	318,004
Manufacturing	22	4%	180,000	265,656	420,000	300,214
Operations	107	20%	192,000	288,000	420,000	323,728
Quality Management	49	9%	200,000	312,259	430,000	330,436
Regulatory Compliance	31	6%	180,000	300,000	562,500	360,258
Research and Development	22	4%	225,000	411,000	540,000	405,320
Supply Chain						
Management/Logistics	37	7%	185,000	240,000	330,627	272,340
Other	28	5%	234,000	282,000	388,000	325,059

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	46	9%	180,000	294,000	372,000	303,535
100 to 299	66	13%	180,000	282,000	372,000	300,554
300 to 999	82	16%	216,000	315,690	429,600	348,467
1,000 to 2,499	75	14%	240,000	325,000	420,000	347,755
2,500 to 4,999	40	8%	214,200	315,000	438,000	351,984
5,000 to 9,999	72	14%	240,000	300,000	432,000	345,813
10,000 or more	142	27%	240,000	345,000	446,748	358,560

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	62	15%	204,000	330,000	420,000	336,601
5-9 people	112	28%	232,200	341,000	454,100	361,489
10-14 people	76	19%	267,000	356,277	445,800	358,979
15-19 people	30	7%	240,000	350,000	500,000	377,198
20 or more people	126	31%	240,000	308,293	456,000	358,779

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	31	7%	200,000	240,000	318,000	267,083
\$100,000 to \$499,999	83	18%	180,000	250,000	380,000	294,428
\$500,000 to \$999,999	53	11%	228,000	302,000	420,000	334,375
\$1 million to \$10 million	151	32%	244,000	360,000	440,836	353,257
More than \$10 million	156	33%	259,750	360,008	480,000	379,418

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	86	17%
Yes - Informal	218	42%
No	168	32%
Don't Know	47	9%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	75	25%
Yes - Informal	177	59%
No	32	11%
Don't Know	17	6%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	180	35%
Yes - Informal	181	35%
No	121	24%
Don't Know	29	6%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	12	2%	13	3%	489	95%
Director of Project Management Office (PMO)	1	5%	--	*	20	95%
Portfolio Manager	--	*	1	4%	23	96%
Program Manager	5	6%	2	2%	82	93%
Project Manager III	2	2%	2	2%	86	96%
Project Manager II	--	*	1	1%	75	99%
Project Manager I	3	3%	5	5%	95	92%
Project Management Specialist	1	1%	2	3%	76	96%
Project Management Consultant	--	*	--	*	32	100%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	46%	289	56%	245	47%
Director of Project Management Office (PMO)	13	62%	12	57%	7	33%
Portfolio Manager	18	75%	19	79%	7	29%
Program Manager	39	43%	65	71%	53	58%
Project Manager III	47	52%	53	59%	42	47%
Project Manager II	33	43%	42	55%	27	36%
Project Manager I	43	42%	48	47%	52	50%
Project Management Specialist	37	46%	32	40%	42	52%
Project Management Consultant	10	30%	18	55%	15	45%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	504	27.7	351	31.3
Director of Project Management Office (PMO)	21	27.4	15	28.6
Portfolio Manager	23	27.3	16	30.4
Program Manager	90	26.5	70	29.6
Project Manager III	88	27.0	70	29.6
Project Manager II	72	28.3	50	34.2
Project Manager I	98	28.2	61	33.3
Project Management Specialist	81	28.1	44	33.9
Project Management Consultant	31	29.2	25	27.8

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	91	18%	29	6%	27	5%
Director of Project Management Office (PMO)	3	14%	1	5%	1	5%
Portfolio Manager	4	17%	3	13%	4	17%
Program Manager	22	24%	5	5%	5	5%
Project Manager III	9	10%	6	7%	4	4%
Project Manager II	14	19%	3	4%	4	5%
Project Manager I	20	20%	9	9%	3	3%
Project Management Specialist	13	16%	1	1%	5	6%
Project Management Consultant	6	21%	1	3%	1	3%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	519	42.8	506	48.9
Director of Project Management Office (PMO)	21	42.2	20	49.6
Portfolio Manager	24	42.7	24	52.8
Program Manager	91	42.1	91	48.7
Project Manager III	91	41.9	90	49.0
Project Manager II	76	42.6	73	48.7
Project Manager I	101	42.7	98	48.8
Project Management Specialist	82	44.4	79	48.2
Project Management Consultant	33	44.1	31	48.5

Annualized Salary by Position Description - Self-Employed Only

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	3	7%	--	--	--	--
Portfolio Manager	4	9%	--	--	--	--
Program Manager	10	23%	300,000	390,000	576,000	431,500
Project Manager III	4	9%	--	--	--	--
Project Manager II	5	12%	--	--	--	--
Project Manager I	8	19%	--	--	--	--
Project Management Specialist	7	16%	--	--	--	--
Project Management Consultant	2	5%	--	--	--	--

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	18	4%	480,000	600,000	720,000	608,533
Portfolio Manager	20	4%	350,000	443,000	587,500	462,946
Program Manager	82	17%	340,000	416,584	540,000	432,487
Project Manager III	88	18%	291,400	350,000	451,604	373,835
Project Manager II	71	15%	228,000	300,000	360,000	309,942
Project Manager I	95	20%	174,000	224,736	324,000	249,433
Project Management Specialist	75	16%	180,000	240,000	342,000	262,000
Project Management Consultant	31	6%	195,228	257,154	360,396	300,724

United Kingdom

Detailed Findings – All Respondents



Total Compensation (in British Pounds)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	759	51,000	65,000	86,300	71,575
Total Compensation	759	55,000	72,000	100,000	80,169

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months	n=	Percent	Next 12 Months	n=	Percent
Decreased	26	3%	Decrease	14	2%
Remained the same	243	32%	Remain the same	217	29%
Increased less than 1%	41	5%	Increase less than 1%	51	7%
Increased 1% to 2.9%	203	27%	Increase 1% to 2.9%	228	30%
Increased 3% to 3.9%	79	10%	Increase 3% to 3.9%	66	9%
Increased 4% to 4.9%	20	3%	Increase 4% to 4.9%	36	5%
Increased 5% to 6.9%	32	4%	Increase 5% to 6.9%	45	6%
Increased 7% to 9.9%	28	4%	Increase 7% to 9.9%	24	3%
Increased 10% to 14.9%	40	5%	Increase 10% to 14.9%	45	6%
Increased 15% to 19.9%	13	2%	Increase 15% to 19.9%	7	1%
Increased 20% to 24.9%	12	2%	Increase 20% to 24.9%	9	1%
Increased 25% to 29.9%	5	1%	Increase 25% to 29.9%	5	1%
Increased 30% or greater	16	2%	Increase 30% or greater	11	1%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	45	6%	70,000	101,000	120,000	104,003
Portfolio Manager	74	10%	64,933	75,000	97,980	80,945
Program Manager	176	23%	60,000	75,000	94,500	80,711
Project Manager III	199	26%	51,456	60,900	77,131	67,315
Project Manager II	131	17%	43,800	55,000	65,000	57,526
Project Manager I	56	7%	36,000	48,400	60,000	49,585
Project Management Specialist	27	4%	35,000	50,000	70,890	54,775
Project Management Consultant	51	7%	55,000	75,000	104,000	83,591

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	8	1%	--	--	--	--
3 < 5 years	14	2%	30,000	34,000	36,000	34,643
5 < 10 years	76	10%	38,500	47,000	60,000	50,159
10 < 15 years	119	16%	46,800	59,000	74,000	64,642
15 < 20 years	142	19%	52,000	66,250	80,000	71,458
20 years or more	400	53%	57,800	72,250	95,000	79,885

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	220	31%	46,584	60,000	76,328	64,535
1 to 5 years	352	49%	52,570	65,000	84,500	70,410
6 years or more	143	20%	56,000	75,000	104,000	84,824
Extreme Project Management						
None	497	70%	50,000	62,000	80,000	68,473
1 to 5 years	119	17%	52,500	65,000	88,825	72,004
6 years or more	92	13%	56,000	81,411	106,000	88,922
Process-Based Project Management						
None	175	25%	53,142	65,000	80,000	68,535
1 to 5 years	225	32%	45,000	56,000	75,000	63,182
6 years or more	312	44%	55,500	71,000	95,000	78,732
Event Chain Project Management						
None	488	70%	50,500	65,000	84,407	70,955
1 to 5 years	122	18%	50,000	62,000	82,500	68,921
6 years or more	87	12%	55,000	75,000	95,000	80,110
Project Portfolio Management						
None	231	32%	45,000	55,000	73,000	61,042
1 to 5 years	249	35%	50,000	62,000	75,500	66,544
6 years or more	239	33%	61,000	80,823	104,000	87,542
Program Management						
None	148	20%	42,000	53,352	65,500	58,821
1 to 5 years	289	40%	50,000	60,900	75,000	65,279
6 years or more	290	40%	60,000	76,000	100,000	84,953
Earned Value Management						
None	224	31%	49,000	60,000	80,000	66,242
1 to 5 years	267	37%	46,257	60,000	78,348	66,740
6 years or more	232	32%	60,000	73,900	95,750	82,337
Lean Project Management						
None	344	48%	47,000	60,950	80,000	66,518
1 to 5 years	241	34%	52,500	65,000	86,000	73,044
6 years or more	126	18%	55,000	73,178	95,500	80,590
Critical Chain Project Management						
None	352	49%	50,863	65,000	83,392	70,186
1 to 5 years	188	26%	47,237	60,000	76,000	65,870
6 years or more	175	24%	56,000	72,000	100,000	80,941
Waterfall Project Management						
None	174	24%	45,000	60,000	76,000	63,627
1 to 5 years	138	19%	44,000	53,308	66,000	59,989
6 years or more	413	57%	56,000	71,000	95,000	78,682
Risk Management						
None	31	4%	35,000	52,500	74,000	55,524
1 to 5 years	238	33%	43,200	53,900	66,500	58,262

6 years or more	460	63%	56,250	71,000	95,000	79,240
Change Management						
None	49	7%	45,000	53,142	71,000	58,616
1 to 5 years	259	36%	44,000	57,000	73,000	61,659
6 years or more	415	57%	56,000	70,000	95,000	79,388
Resource Management						
None	55	8%	35,000	51,000	66,000	54,094
1 to 5 years	237	33%	45,000	56,000	70,000	60,707
6 years or more	426	59%	56,000	72,000	95,000	80,116

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	25	3%	29,000	33,000	39,000	37,390
3 < 5 years	56	7%	35,000	45,000	55,750	47,011
5 < 10 years	214	28%	46,000	59,800	72,000	63,120
10 < 15 years	197	26%	53,991	66,000	83,183	72,779
15 < 20 years	141	19%	60,000	73,000	95,000	79,598
20 years or more	126	17%	66,000	84,000	110,000	92,776

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	58	8%	50,000	60,000	76,000	67,159
Some college or Associate's degree	69	9%	51,000	62,000	76,156	66,862
4-year college degree	272	36%	52,570	65,000	85,000	71,229
Master's degree	304	40%	50,000	65,000	87,566	72,151
Doctoral degree	56	7%	56,750	65,500	105,000	80,516

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	96	13%	45,000	63,500	87,500	71,338
No degree in PM	659	87%	52,000	65,000	86,300	71,625

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	593	78%	54,000	66,000	88,000	73,289
PMP for less than 1 year	11	2%	43,000	55,000	71,000	54,436
PMP for 1 < 5 years	270	47%	49,657	60,000	78,422	65,606
PMP for 5 < 10 years	201	35%	58,781	70,000	90,000	77,603
PMP for 10 < 20 years	92	16%	69,500	83,369	107,500	89,901
PMP for 20+ years	1	*	--	--	--	--
Do not have a PMP Certification	166	22%	41,000	56,000	79,500	65,454

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	380	51%	52,670	65,000	90,000	73,426
5 to 9 days	225	30%	52,000	65,000	80,000	69,444
10 days or more	147	20%	46,500	62,000	82,737	70,543

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	539	75%	53,000	66,671	90,000	73,927
Female	183	25%	45,500	58,000	73,800	62,526

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	26	3%	32,009	56,824	101,000	78,391
Consulting	76	10%	54,250	71,000	91,250	75,228
Customer Service/Public Relations	3	*	--	--	--	--
Engineering	53	7%	47,000	58,366	72,500	61,682
Finance	16	2%	55,500	68,500	85,578	72,485
Human Resources	4	1%	--	--	--	--
Information Technology/Information Systems	188	25%	54,672	67,000	90,000	73,788
Operations/Manufacturing	36	5%	57,500	70,000	94,000	74,947
Project Management Department or PMO	280	37%	50,000	62,750	84,907	69,860
Quality Management	5	1%	--	--	--	--
Research and Development	26	3%	50,000	58,250	80,000	70,293
Sales/Marketing	12	2%	59,000	67,750	74,600	74,771
Supply Chain Management/Logistics	11	1%	39,100	64,000	120,000	78,967
Training/Education	2	*	--	--	--	--
Other	21	3%	50,000	60,000	76,000	68,550

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	24	3%	45,500	59,300	74,500	60,638
Business services	5	1%	--	--	--	--
Construction	34	4%	40,000	56,800	70,890	67,464
Consulting	50	7%	56,000	73,500	101,000	81,766
Engineering	67	9%	46,668	56,000	73,000	62,834
Financial services	93	12%	59,000	75,000	94,600	79,016
Food and beverage	12	2%	45,750	55,500	61,347	56,258
Government	19	3%	42,000	71,750	93,000	77,953
Healthcare	10	1%	55,000	75,000	80,000	76,353
Information technology	209	28%	51,000	66,000	85,000	70,607
Insurance	8	1%	--	--	--	--
Legal	3	*	--	--	--	--
Manufacturing	33	4%	50,000	62,000	82,000	65,605
Pharmaceuticals	34	4%	50,100	62,500	120,000	83,337
Real Estate	3	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	34	4%	60,000	74,500	92,600	78,754
Telecommunications	47	6%	55,000	67,500	85,000	71,449
Training/Education	6	1%	--	--	--	--
Utility	12	2%	44,455	57,500	70,500	58,957
Other	56	7%	52,350	62,750	78,000	67,869

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	272	36%	55,000	70,000	95,000	78,350
Construction	103	14%	50,000	65,000	80,022	70,466
Engineering	165	22%	48,000	60,000	77,000	65,713
Information Technology	431	57%	55,000	67,000	90,000	74,435
Manufacturing	69	9%	46,500	57,000	78,000	64,416
Operations	167	22%	52,000	65,000	90,000	73,807
Quality Management	52	7%	50,000	62,500	87,500	70,655
Regulatory Compliance	94	12%	56,500	75,500	100,000	81,052
Research and Development	77	10%	50,000	65,000	83,000	69,645
Supply Chain						
Management/Logistics	51	7%	53,000	70,000	92,500	76,913
Other	52	7%	50,363	66,910	86,592	71,262

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	67	9%	50,000	65,000	100,000	73,818
100 to 299	44	6%	45,000	56,250	75,000	61,433
300 to 999	44	6%	41,000	61,000	74,500	61,957
1,000 to 2,499	48	6%	45,500	58,800	95,513	70,435
2,500 to 4,999	68	9%	51,400	70,000	93,463	78,009
5,000 to 9,999	54	7%	55,000	67,250	80,500	70,157
10,000 or more	433	57%	52,050	65,000	87,000	72,625

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	75	12%	45,000	56,000	76,000	61,977
5-9 people	219	35%	50,000	62,000	76,500	67,531
10-14 people	124	20%	54,250	69,000	95,000	77,434
15-19 people	44	7%	54,000	67,000	90,000	74,588
20 or more people	161	26%	60,000	75,000	100,000	83,386

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	62	9%	40,000	53,500	64,000	58,167
\$100,000 to \$499,999	138	20%	50,000	59,750	71,000	62,581
\$500,000 to \$999,999	116	16%	47,500	60,000	79,211	65,395
\$1 million to \$10 million	272	39%	56,000	71,625	98,850	78,979
More than \$10 million	116	16%	58,530	74,000	97,000	81,962

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	203	27%
Yes - Informal	343	45%
No	183	24%
Don't Know	26	3%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	117	22%
Yes - Informal	280	51%
No	101	19%
Don't Know	46	8%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	344	46%
Yes - Informal	215	29%
No	148	20%
Don't Know	39	5%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	70	9%	91	12%	601	80%
Director of Project Management Office (PMO)	10	22%	7	16%	28	62%
Portfolio Manager	18	24%	18	24%	41	55%
Program Manager	19	11%	18	10%	139	80%
Project Manager III	10	5%	23	12%	168	85%
Project Manager II	8	6%	11	8%	112	86%
Project Manager I	2	4%	6	11%	49	88%
Project Management Specialist	2	8%	2	8%	21	84%
Project Management Consultant	1	2%	6	12%	43	88%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	36%	400	53%	327	43%
Director of Project Management Office (PMO)	16	36%	31	69%	25	56%
Portfolio Manager	32	44%	49	67%	37	51%
Program Manager	78	45%	102	59%	80	46%
Project Manager III	68	34%	104	53%	84	42%
Project Manager II	36	27%	54	41%	46	35%
Project Manager I	10	18%	16	29%	26	47%
Project Management Specialist	11	41%	11	41%	13	48%
Project Management Consultant	19	37%	33	65%	16	31%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	722	21.7	699	23.4
Director of Project Management Office (PMO)	42	22.8	42	24.5
Portfolio Manager	70	24.5	73	26.2
Program Manager	163	21.8	167	23.7
Project Manager III	193	21.4	179	22.6
Project Manager II	128	21.9	120	23.7
Project Manager I	55	22.5	47	23.0
Project Management Specialist	26	20.4	22	23.4
Project Management Consultant	45	16.9	49	19.4

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	133	18%	507	67%	36	5%
Director of Project Management Office (PMO)	6	13%	30	67%	1	2%
Portfolio Manager	19	26%	53	72%	2	3%
Program Manager	30	17%	123	70%	10	6%
Project Manager III	31	16%	138	69%	9	5%
Project Manager II	27	21%	86	67%	7	5%
Project Manager I	15	27%	33	60%	4	7%
Project Management Specialist	1	4%	19	73%	1	4%
Project Management Consultant	4	8%	25	49%	2	4%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	754	38.2	752	45.0
Director of Project Management Office (PMO)	45	38.0	45	47.3
Portfolio Manager	74	38.2	74	47.7
Program Manager	174	38.3	176	46.4
Project Manager III	199	38.0	197	43.9
Project Manager II	129	38.3	128	43.4
Project Manager I	55	38.3	55	42.4
Project Management Specialist	27	37.9	26	44.0
Project Management Consultant	51	38.7	51	46.3

Annualized Salary by Position Description - Self-Employed Only

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	12	7%	80,011	103,000	135,000	119,064
Portfolio Manager	19	11%	76,000	95,000	100,000	90,873
Program Manager	40	23%	72,500	100,000	128,000	104,645
Project Manager III	46	26%	56,000	78,625	101,000	83,498
Project Manager II	22	13%	55,000	65,500	85,000	74,159
Project Manager I	8	5%	--	--	--	--
Project Management Specialist	5	3%	--	--	--	--
Project Management Consultant	22	13%	56,000	87,500	120,000	92,681

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	33	6%	65,000	101,000	115,000	98,526
Portfolio Manager	55	9%	60,000	68,000	90,000	77,516
Program Manager	136	23%	56,750	70,000	85,650	73,672
Project Manager III	153	26%	51,000	60,000	73,355	62,449
Project Manager II	109	19%	42,500	52,700	63,000	54,169
Project Manager I	48	8%	36,005	45,900	59,500	47,915
Project Management Specialist	22	4%	32,000	45,000	70,000	50,679
Project Management Consultant	29	5%	55,000	68,000	92,500	76,695

United States

Detailed Findings – All Respondents



Total Compensation (in United States Dollars)

Compensation	n=	25th Percentile	Median	75th Percentile	Mean
Salary	10,937	91,322	112,000	135,000	115,761
Total Compensation	10,937	96,000	120,000	149,000	126,453

Reported/Expected Change in Total Compensation over Past/Next 12 Months

Past 12 Months			Next 12 Months		
	n=	Percent		n=	Percent
Decreased	341	3%	Decrease	151	1%
Remained the same	2,083	19%	Remain the same	1,885	17%
Increased less than 1%	323	3%	Increase less than 1%	383	4%
Increased 1% to 2.9%	3,142	29%	Increase 1% to 2.9%	3,382	31%
Increased 3% to 3.9%	1,955	18%	Increase 3% to 3.9%	2,401	22%
Increased 4% to 4.9%	707	6%	Increase 4% to 4.9%	761	7%
Increased 5% to 6.9%	702	6%	Increase 5% to 6.9%	785	7%
Increased 7% to 9.9%	502	5%	Increase 7% to 9.9%	329	3%
Increased 10% to 14.9%	571	5%	Increase 10% to 14.9%	492	4%
Increased 15% to 19.9%	209	2%	Increase 15% to 19.9%	132	1%
Increased 20% to 24.9%	142	1%	Increase 20% to 24.9%	110	1%
Increased 25% to 29.9%	70	1%	Increase 25% to 29.9%	42	*
Increased 30% or greater	188	2%	Increase 30% or greater	82	1%

Annualized Salary by Position Description

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	788	7%	116,000	140,000	164,680	141,281
Portfolio Manager	882	8%	110,000	134,000	158,000	137,329
Program Manager	2,952	27%	102,000	121,650	142,000	124,304
Project Manager III	2,880	26%	93,000	110,000	127,000	112,314
Project Manager II	1,559	14%	81,000	96,500	113,526	98,909
Project Manager I	800	7%	71,201	87,426	103,000	89,380
Project Management Specialist	441	4%	69,700	90,000	112,000	93,153
Project Management Consultant	635	6%	90,000	115,000	140,000	120,366

Annualized Salary by Years of Work Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	44	*	60,000	66,000	87,500	76,489
3 < 5 years	139	1%	60,000	72,000	84,000	73,494
5 < 10 years	1,007	9%	73,000	86,000	100,000	89,476
10 < 15 years	1,562	14%	84,000	100,000	120,000	103,424
15 < 20 years	1,759	16%	93,000	111,000	132,000	114,908
20 years or more	6,426	59%	100,000	120,000	144,712	124,296

Annualized Salary by Technique Experience

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Agile/Iterative/Incremental Project Management						
None	3,211	31%	85,000	106,000	130,000	110,319
1 to 5 years	5,011	49%	91,000	110,000	132,063	114,522
6 years or more	2,078	20%	104,000	125,000	149,000	128,128
Extreme Project Management						
None	6,998	70%	90,000	110,000	133,700	114,091
1 to 5 years	1,752	17%	90,000	110,000	132,000	114,431
6 years or more	1,310	13%	104,000	125,000	150,000	128,103
Process-Based Project Management						
None	2,253	22%	89,513	110,000	135,000	113,857
1 to 5 years	3,234	32%	83,000	101,038	125,000	106,031
6 years or more	4,753	46%	100,000	120,000	143,000	123,891
Event Chain Project Management						
None	6,669	66%	91,000	110,250	135,000	114,894
1 to 5 years	1,961	20%	88,000	110,000	130,000	112,219
6 years or more	1,422	14%	100,000	120,000	147,000	125,725
Project Portfolio Management						
None	2,956	29%	80,220	98,245	120,000	101,885
1 to 5 years	3,817	37%	90,000	110,000	130,000	112,955
6 years or more	3,477	34%	108,000	127,138	150,000	131,912
Program Management						
None	1,724	17%	78,900	95,000	113,350	97,827
1 to 5 years	3,861	37%	86,500	105,000	125,000	107,391
6 years or more	4,801	46%	105,000	126,000	150,000	130,017
Earned Value Management						
None	3,919	38%	85,000	105,000	126,000	108,087
1 to 5 years	3,658	36%	90,000	110,000	133,000	114,198
6 years or more	2,618	26%	106,000	126,000	150,000	130,580
Lean Project Management						
None	4,491	44%	88,000	108,700	132,000	112,436
1 to 5 years	3,736	37%	91,000	111,000	133,400	114,893
6 years or more	1,946	19%	101,475	122,000	147,500	126,739
Critical Chain Project Management						
None	5,056	50%	90,000	110,000	134,981	114,277
1 to 5 years	2,770	27%	87,000	106,000	129,000	110,671
6 years or more	2,277	23%	101,400	122,000	146,000	126,287
Waterfall Project Management						
None	2,721	26%	84,000	104,000	130,000	108,954
1 to 5 years	2,388	23%	82,000	100,000	122,000	105,053
6 years or more	5,202	50%	102,000	120,000	143,000	124,928
Risk Management						
None	1,090	11%	76,000	94,063	115,000	98,952
1 to 5 years	3,511	34%	83,000	100,000	122,000	104,135

6 years or more	5,730	55%	103,000	122,000	146,000	126,789
Change Management						
None	987	10%	76,000	95,000	120,000	99,757
1 to 5 years	3,473	34%	82,000	100,000	124,000	105,185
6 years or more	5,901	57%	102,000	120,000	145,000	125,226
Resource Management						
None	1,109	11%	77,500	96,000	118,500	99,729
1 to 5 years	3,341	32%	82,500	100,000	120,000	103,608
6 years or more	5,872	57%	103,000	122,000	146,000	126,408

Annualized Salary by Years Worked in Project Management

Years	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 3 years	377	3%	62,000	75,000	94,796	81,137
3 < 5 years	850	8%	72,500	85,000	101,700	89,185
5 < 10 years	2,773	25%	83,150	100,000	120,000	102,867
10 < 15 years	2,674	24%	97,000	115,000	135,000	117,775
15 < 20 years	2,063	19%	104,150	122,000	145,000	126,575
20 years or more	2,200	20%	110,000	130,000	155,000	135,626

Annualized Salary by Highest Formal Education Level Obtained

Education	n=	Percent	25th Percentile	Median	75th Percentile	Mean
High school degree	79	1%	87,500	108,000	129,754	112,147
Some college or Associate's degree	747	7%	85,000	104,430	125,000	108,239
4-year college degree	4,735	43%	87,533	108,000	131,000	111,606
Master's degree	5,075	46%	96,000	116,000	140,000	119,877
Doctoral degree	301	3%	103,000	128,000	150,000	131,334

Annualized Salary by Degree in Project Management

Degree	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a degree in PM	1,282	12%	91,000	110,000	135,000	114,953
No degree in PM	9,584	88%	91,376	112,000	135,000	115,828

Annualized Salary by PMP® Status

Status	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Have a PMP Certification	9,053	83%	96,000	115,000	138,000	119,235
PMP for less than 1 year	108	1%	75,000	90,000	110,000	93,195
PMP for 1 < 5 years	3,893	43%	85,000	103,727	125,000	107,807
PMP for 5 < 10 years	2,894	32%	103,000	120,000	142,000	125,076
PMP for 10 < 20 years	2,022	23%	111,000	130,000	150,000	133,670
PMP for 20+ years	57	1%	109,000	130,000	170,000	142,872
Do not have a PMP Certification	1,884	17%	73,750	92,000	119,000	99,070

Annualized Salary by Amount of Training Per Year

Days	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 5 days	4,776	44%	90,000	112,000	135,000	115,856
5 to 9 days	3,444	32%	93,800	114,532	135,000	117,055
10 days or more	2,547	24%	90,000	110,000	135,000	114,514

Annualized Salary by Gender

Gender	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Male	6,384	61%	95,000	116,000	140,000	120,095
Female	4,128	39%	85,000	105,000	128,000	108,877

Annualized Salary by Department

Department	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Administration/General Management	645	6%	81,000	105,000	138,000	113,054
Consulting	880	8%	100,000	125,000	150,000	127,465
Customer Service/Public Relations	90	1%	85,000	98,638	120,000	102,192
Engineering	949	9%	95,000	115,000	138,000	117,624
Finance	191	2%	89,000	111,000	135,000	114,447
Human Resources	87	1%	89,000	110,000	130,000	110,763
Information Technology/Information Systems	2,784	25%	95,000	114,725	135,000	116,640
Operations/Manufacturing	524	5%	85,000	104,000	130,500	110,868
Project Management Department or PMO	3,350	31%	91,500	111,000	132,000	114,547
Quality Management	147	1%	83,000	101,000	128,000	107,420
Research and Development	331	3%	95,000	118,000	140,000	120,466
Sales/Marketing	275	3%	82,000	105,000	135,000	109,952
Supply Chain Management/Logistics	141	1%	83,262	107,000	132,000	109,310
Training/Education	89	1%	79,000	91,886	119,000	97,701
Other	454	4%	90,000	110,000	133,000	114,779

Annualized Salary by Industry

Industry	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Aerospace	389	4%	99,000	118,000	143,920	121,923
Business services	119	1%	75,000	95,000	113,000	96,821
Construction	366	3%	80,000	100,000	126,000	106,514
Consulting	795	7%	100,000	125,000	152,100	129,208
Engineering	712	7%	97,750	117,500	142,000	121,769
Financial services	731	7%	90,000	110,000	130,000	112,726
Food and beverage	112	1%	89,640	113,500	133,850	110,884
Government	1,208	11%	92,000	113,878	138,291	116,731
Healthcare	1,046	10%	90,000	108,000	128,500	111,921
Information technology	2,191	20%	92,500	114,000	135,000	116,585
Insurance	300	3%	95,000	110,000	127,000	111,756
Legal	25	*	100,000	117,400	134,400	130,402
Manufacturing	582	5%	90,000	108,500	128,000	110,649
Pharmaceuticals	295	3%	104,000	129,000	155,000	131,833
Real Estate	51	*	79,900	100,000	124,000	103,723
Resources (Agriculture, Mining, etc.)	163	1%	102,000	130,000	150,000	129,368
Telecommunications	475	4%	92,000	109,000	129,000	112,715
Training/Education	156	1%	73,522	90,000	107,500	92,867
Utility	308	3%	96,739	117,875	134,000	117,328
Other	913	8%	85,000	105,000	130,000	109,275

Annualized Salary by Type of Project

Project Type	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Business Transformation	2,769	25%	95,000	116,000	140,000	120,480
Construction	1,393	13%	87,000	107,000	132,000	112,916
Engineering	2,227	20%	95,000	116,800	140,000	120,353
Information Technology	6,184	57%	95,000	115,000	135,650	117,324
Manufacturing	805	7%	90,000	112,000	135,000	115,259
Operations	3,042	28%	88,000	110,000	135,000	113,833
Quality Management	1,228	11%	90,000	110,000	134,200	114,215
Regulatory Compliance	1,398	13%	92,250	113,000	135,000	116,091
Research and Development	1,283	12%	93,000	117,000	140,500	119,376
Supply Chain						
Management/Logistics	841	8%	90,000	114,000	140,000	116,479
Other	845	8%	88,000	110,000	130,000	112,600

Annualized Salary by Number of Employees in Entire Organization

Employees	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than 100	935	9%	83,000	107,000	135,043	114,782
100 to 299	998	9%	85,000	108,000	130,000	110,955
300 to 999	901	8%	85,000	108,000	134,000	111,909
1,000 to 2,499	1,024	9%	88,000	109,000	130,000	112,048
2,500 to 4,999	1,186	11%	90,000	110,000	132,000	113,060
5,000 to 9,999	759	7%	92,000	112,000	132,000	114,871
10,000 or more	5,130	47%	96,000	115,000	138,135	119,053

Annualized Salary by Average Project Team Size

Team Size	n=	Percent	25th Percentile	Median	75th Percentile	Mean
1-4 people	1,218	14%	85,000	105,000	130,000	109,404
5-9 people	3,249	38%	90,000	110,000	132,000	113,646
10-14 people	1,823	21%	97,000	116,000	138,000	119,787
15-19 people	732	8%	98,000	117,000	140,000	121,047
20 or more people	1,626	19%	105,000	125,103	152,000	131,852

Annualized Salary by Average Project Budget (in U.S. Dollars)

Budget	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Less than \$100,000	1,071	11%	75,000	92,000	111,280	95,830
\$100,000 to \$499,999	2,172	22%	87,250	105,000	125,000	108,512
\$500,000 to \$999,999	1,617	16%	93,000	110,000	130,000	114,018
\$1 million to \$10 million	3,781	39%	100,000	120,000	142,000	122,967
More than \$10 million	1,174	12%	108,000	130,000	156,410	135,059

Project Management Career Path within Organization

	n=	Percent
Yes - Clearly defined/in writing	2,694	25%
Yes - Informal	4,999	46%
No	2,703	25%
Don't Know	470	4%

Project Management Career Path Connected to Roles in Upper Management

	n=	Percent
Yes - Clearly defined/in writing	1,529	20%
Yes - Informal	4,074	53%
No	1,353	18%
Don't Know	659	9%

Defined Set of Performance Skills for Project Managers within Organization

	n=	Percent
Yes - Clearly defined/in writing	4,253	40%
Yes - Informal	3,389	32%
No	2,466	23%
Don't Know	606	6%

Equities Offered in Past Year by Position Description

	Stock Options		Stock (i.e., Shares)		Neither	
	n=	Percent	n=	Percent	n=	Percent
Total	867	8%	1,127	10%	8,999	83%
Director of Project						
Management Office (PMO)	120	15%	145	19%	557	71%
Portfolio Manager	97	11%	127	15%	673	78%
Program Manager	306	11%	377	13%	2,309	79%
Project Manager III	187	7%	221	8%	2,481	87%
Project Manager II	68	4%	123	8%	1,346	88%
Project Manager I	47	6%	55	7%	689	88%
Project Management						
Specialist	19	4%	31	7%	385	90%
Project Management						
Consultant	23	4%	48	8%	559	89%

Employee Benefits Offered by Position Description

	Company Car/Allowance		Cell Phone Usage		Paid Life Insurance	
	n=	Percent	n=	Percent	n=	Percent
Total	94	8%	5,341	49%	5,771	53%
Director of Project						
Management Office (PMO)	89	11%	517	66%	467	60%
Portfolio Manager	71	8%	519	60%	494	57%
Program Manager	198	7%	1,565	54%	1,612	55%
Project Manager III	199	7%	1,346	47%	1,533	54%
Project Manager II	99	6%	681	44%	784	51%
Project Manager I	67	9%	294	38%	353	45%
Project Management						
Specialist	28	6%	162	37%	228	52%
Project Management						
Consultant	62	10%	257	41%	300	48%

Mean Number of Vacation Days by Position Description

	After 1 Year		After 10 Years	
	n=	Mean	n=	Mean
Total	10,314	14.7	9,981	21.4
Director of Project				
Management Office (PMO)	741	15.6	736	22.7
Portfolio Manager	831	15.1	828	22.0
Program Manager	2,782	14.9	2,730	21.8
Project Manager III	2,720	14.2	2,623	20.9
Project Manager II	1,473	14.8	1,407	21.3
Project Manager I	754	15.1	703	21.5
Project Management				
Specialist	414	14.8	379	21.5
Project Management				
Consultant	599	13.9	575	19.9

Pension Plans Offered by Position Description

	Defined Benefit Plans		Defined Contribution Plans		Other Pension Plans	
	n=	Percent	n=	Percent	n=	Percent
Total	3,228	30%	7,791	72%	595	6%
Director of Project Management Office (PMO)	229	29%	569	73%	45	6%
Portfolio Manager	281	32%	670	77%	63	7%
Program Manager	907	31%	2,126	73%	157	5%
Project Manager III	840	30%	2,087	73%	167	6%
Project Manager II	433	28%	1,101	72%	67	4%
Project Manager I	239	31%	516	67%	43	6%
Project Management Specialist	133	31%	312	73%	24	6%
Project Management Consultant	166	27%	410	66%	29	5%

Mean Hours Worked by Position Description

	Hours Expected		Actual Hours Worked	
	n=	Mean	n=	Mean
Total	10,790	40.0	10,787	46.3
Director of Project Management Office (PMO)	780	40.1	784	48.7
Portfolio Manager	870	39.9	872	48.4
Program Manager	2,912	40.0	2,916	47.2
Project Manager III	2,859	40.0	2,850	45.7
Project Manager II	1,536	40.1	1,536	45.4
Project Manager I	790	40.0	780	44.7
Project Management Specialist	432	40.0	432	44.1
Project Management Consultant	611	40.0	617	45.2

Annualized Salary by Position Description - Self-Employed Only

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	102	9%	120,000	149,500	170,000	145,962
Portfolio Manager	110	9%	107,000	139,000	170,000	141,621
Program Manager	318	27%	108,000	127,544	150,000	134,121
Project Manager III	293	25%	99,500	117,000	140,000	122,038
Project Manager II	117	10%	84,000	99,000	115,000	102,844
Project Manager I	72	6%	74,500	92,500	112,650	92,770
Project Management Specialist	43	4%	66,600	86,000	111,000	94,719
Project Management Consultant	138	12%	93,000	128,500	165,000	136,103

Annualized Salary by Position Description - Excluding Self-Employed

Position	n=	Percent	25th Percentile	Median	75th Percentile	Mean
Director of Project Management Office (PMO)	686	7%	115,000	140,000	162,000	140,584
Portfolio Manager	772	8%	110,000	133,000	155,500	136,718
Program Manager	2,634	27%	102,000	120,000	141,000	123,119
Project Manager III	2,587	27%	92,458	109,000	125,450	111,212
Project Manager II	1,442	15%	80,000	96,000	113,000	98,590
Project Manager I	728	7%	71,000	87,000	102,000	89,045
Project Management Specialist	398	4%	70,000	90,000	113,000	92,983
Project Management Consultant	497	5%	90,000	110,000	136,000	115,996

Appendix A—Demographic Comparisons by Country

Years of Work Experience

Country	n=	<3	3–<5	5–<10	10–<15	15–<20	20+
Australia	955	1%	1%	6%	20%	17%	56%
Belgium	314	0%	1%	11%	16%	23%	49%
Brazil	878	0%	1%	11%	23%	24%	41%
Canada	2,932	0%	2%	12%	18%	19%	48%
Chile	208	0%	1%	16%	29%	20%	33%
China	758	1%	3%	26%	41%	17%	13%
Colombia	464	0%	2%	16%	34%	21%	26%
Costa Rica	191	2%	2%	20%	29%	32%	16%
Ecuador	186	0%	2%	24%	31%	18%	25%
Egypt	178	0%	3%	21%	40%	20%	16%
France	721	2%	2%	13%	21%	25%	37%
Germany	992	1%	1%	15%	21%	20%	42%
Hong Kong	231	0%	2%	17%	27%	28%	26%
India	1,480	0%	1%	11%	42%	29%	16%
Ireland	557	1%	1%	10%	20%	23%	45%
Italy	1,071	1%	1%	10%	17%	28%	44%
Japan	699	0%	1%	6%	18%	23%	52%
Malaysia	440	1%	1%	13%	30%	27%	28%
Mexico	568	1%	2%	13%	26%	24%	35%
Netherlands	404	0%	2%	9%	16%	20%	53%
New Zealand	491	1%	3%	7%	12%	16%	59%
Nigeria	239	0%	5%	34%	37%	17%	7%
Peru	328	1%	3%	22%	28%	21%	25%
Poland	457	0%	3%	16%	40%	18%	23%
Qatar	316	0%	2%	14%	28%	25%	31%
Saudi Arabia	414	0%	3%	20%	30%	25%	22%
Singapore	665	0%	1%	17%	29%	25%	28%
South Africa	658	0%	1%	12%	19%	20%	49%
South Korea	267	1%	2%	17%	23%	21%	36%
Spain	1,238	0%	1%	12%	25%	33%	29%
Sweden	480	0%	1%	8%	13%	21%	56%
Switzerland	549	0%	1%	13%	23%	21%	41%
Taiwan	241	1%	3%	22%	27%	22%	25%
Turkey	355	1%	1%	20%	38%	25%	16%
United Arab Emirates	523	0%	1%	16%	35%	24%	23%
United Kingdom	759	1%	2%	10%	16%	19%	53%
United States	10,937	0%	1%	9%	14%	16%	59%

Years of Project Management Experience

Country	n=	<3	3–<5	5–<10	10–<15	15–<20	20+
Australia	955	3%	6%	29%	25%	18%	19%
Belgium	314	2%	11%	27%	25%	24%	11%
Brazil	878	1%	7%	39%	28%	15%	9%
Canada	2,932	3%	8%	32%	26%	16%	14%
Chile	208	3%	11%	41%	24%	14%	7%
China	758	7%	18%	47%	20%	6%	2%
Colombia	464	3%	10%	44%	27%	9%	6%
Costa Rica	191	9%	15%	51%	17%	4%	3%
Ecuador	186	2%	15%	46%	23%	13%	1%
Egypt	178	6%	16%	48%	22%	7%	2%
France	721	3%	8%	34%	26%	17%	11%
Germany	992	3%	8%	35%	26%	17%	12%
Hong Kong	231	4%	11%	39%	32%	10%	4%
India	1,480	3%	12%	53%	23%	6%	2%
Ireland	557	6%	10%	35%	26%	15%	8%
Italy	1,071	3%	6%	33%	29%	19%	10%
Japan	699	1%	6%	27%	32%	19%	14%
Malaysia	440	3%	12%	40%	28%	11%	6%
Mexico	568	3%	8%	40%	26%	15%	8%
Netherlands	404	3%	8%	27%	26%	20%	16%
New Zealand	491	6%	8%	27%	22%	17%	20%
Nigeria	239	3%	15%	56%	19%	7%	0%
Peru	328	5%	15%	41%	24%	11%	5%
Poland	457	3%	11%	47%	22%	12%	5%
Qatar	316	2%	12%	36%	32%	11%	8%
Saudi Arabia	414	4%	13%	41%	26%	9%	6%
Singapore	665	3%	11%	44%	24%	13%	5%
South Africa	658	2%	7%	31%	31%	20%	10%
South Korea	267	3%	9%	34%	28%	15%	11%
Spain	1,238	3%	9%	38%	28%	16%	6%
Sweden	480	4%	4%	23%	28%	22%	20%
Switzerland	549	2%	7%	36%	28%	15%	12%
Taiwan	241	5%	15%	43%	22%	10%	5%
Turkey	355	4%	14%	52%	21%	7%	2%
United Arab Emirates	523	4%	11%	41%	30%	9%	6%
United Kingdom	759	3%	7%	28%	26%	19%	17%
United States	10,937	3%	8%	25%	24%	19%	20%

Years of Technique Experience

Country	Agile project management/Scrum				Extreme project management			
	n=	None	1-5	6+	n=	None	1-5	6+
Australia	916	27%	54%	19%	891	69%	17%	13%
Belgium	299	36%	46%	17%	286	78%	15%	7%
Brazil	837	31%	49%	20%	835	60%	23%	17%
Canada	2,747	37%	45%	17%	2,704	71%	17%	12%
Chile	199	33%	53%	15%	195	56%	28%	15%
China	641	35%	47%	19%	638	42%	38%	20%
Colombia	443	40%	47%	13%	443	66%	23%	11%
Costa Rica	189	33%	57%	11%	187	70%	20%	11%
Ecuador	175	41%	42%	17%	174	56%	32%	12%
Egypt	153	48%	40%	12%	153	48%	31%	22%
France	676	35%	51%	14%	669	72%	18%	10%
Germany	950	31%	53%	16%	933	69%	20%	10%
Hong Kong	212	34%	51%	15%	211	62%	29%	9%
India	1,327	24%	58%	18%	1,271	49%	33%	18%
Ireland	523	36%	49%	15%	511	75%	16%	8%
Italy	974	45%	44%	11%	950	74%	17%	9%
Japan	616	54%	34%	12%	609	59%	24%	17%
Malaysia	396	40%	46%	13%	394	62%	26%	12%
Mexico	556	33%	50%	16%	549	62%	22%	15%
Netherlands	390	31%	50%	19%	380	70%	17%	13%
New Zealand	462	38%	45%	17%	447	75%	16%	9%
Nigeria	210	42%	45%	13%	196	53%	31%	16%
Peru	295	31%	53%	16%	286	61%	27%	12%
Poland	431	24%	59%	17%	419	69%	22%	10%
Qatar	266	52%	33%	14%	266	54%	26%	20%
Saudi Arabia	346	45%	40%	15%	351	50%	30%	20%
Singapore	604	35%	50%	15%	591	68%	20%	12%
South Africa	624	37%	46%	17%	611	55%	25%	21%
South Korea	206	50%	33%	18%	210	50%	32%	18%
Spain	1,166	40%	45%	14%	1,136	65%	22%	13%
Sweden	460	29%	49%	22%	452	74%	17%	9%
Switzerland	520	34%	51%	15%	515	77%	15%	8%
Taiwan	206	50%	38%	12%	204	55%	32%	13%
Turkey	312	33%	54%	13%	283	57%	32%	11%
United Arab Emirates	449	47%	38%	15%	450	51%	27%	22%
United Kingdom	715	31%	49%	20%	708	70%	17%	13%
United States	10,300	31%	49%	20%	10,060	70%	17%	13%

Years of Technique Experience (Continued)

Country	Process-based project management				Event chain project management			
	n=	None	1-5	6+	n=	None	1-5	6+
Australia	906	25%	34%	42%	879	70%	18%	12%
Belgium	293	31%	34%	35%	291	77%	15%	8%
Brazil	841	19%	36%	46%	830	52%	30%	18%
Canada	2,755	27%	33%	40%	2,680	70%	19%	12%
Chile	198	20%	41%	39%	192	49%	31%	20%
China	660	12%	50%	38%	638	42%	38%	20%
Colombia	449	20%	41%	39%	437	56%	30%	14%
Costa Rica	184	18%	47%	34%	185	56%	32%	12%
Ecuador	181	18%	48%	34%	177	51%	30%	19%
Egypt	157	20%	48%	32%	151	66%	25%	9%
France	676	24%	36%	40%	663	75%	18%	8%
Germany	947	27%	35%	38%	911	70%	20%	10%
Hong Kong	213	23%	40%	37%	210	54%	31%	14%
India	1,341	13%	47%	40%	1,245	60%	29%	12%
Ireland	522	28%	36%	36%	505	72%	18%	10%
Italy	967	26%	33%	41%	935	67%	21%	13%
Japan	614	29%	34%	37%	607	64%	22%	14%
Malaysia	401	20%	42%	38%	393	63%	24%	12%
Mexico	557	19%	35%	47%	546	55%	27%	17%
Netherlands	384	31%	28%	40%	372	72%	16%	12%
New Zealand	461	29%	32%	39%	445	76%	14%	10%
Nigeria	218	13%	59%	28%	195	50%	36%	14%
Peru	293	19%	40%	41%	289	51%	33%	16%
Poland	423	27%	40%	33%	418	67%	23%	11%
Qatar	273	29%	37%	33%	260	67%	25%	8%
Saudi Arabia	366	23%	46%	31%	348	61%	25%	14%
Singapore	609	26%	42%	32%	590	65%	23%	12%
South Africa	629	24%	34%	42%	608	56%	25%	19%
South Korea	216	19%	44%	38%	201	52%	32%	16%
Spain	1,153	25%	37%	38%	1,139	55%	28%	17%
Sweden	457	27%	33%	41%	453	67%	20%	13%
Switzerland	517	31%	33%	36%	508	74%	15%	10%
Taiwan	211	16%	48%	36%	206	46%	37%	17%
Turkey	295	22%	48%	30%	268	63%	26%	10%
United Arab Emirates	465	23%	40%	37%	447	62%	26%	12%
United Kingdom	712	25%	32%	44%	697	70%	18%	12%
United States	10,240	22%	32%	46%	10,052	66%	20%	14%

Years of Technique Experience (Continued)

Country	Project portfolio management				Program management			
	n=	None	1-5	6+	n=	None	1-5	6+
Australia	910	30%	40%	30%	912	19%	42%	39%
Belgium	296	41%	37%	22%	298	24%	45%	31%
Brazil	848	32%	40%	28%	851	24%	40%	35%
Canada	2,749	34%	38%	28%	2,787	25%	41%	34%
Chile	199	34%	35%	31%	202	19%	42%	39%
China	645	33%	44%	23%	664	19%	49%	32%
Colombia	442	43%	40%	17%	444	32%	41%	27%
Costa Rica	185	44%	46%	10%	186	34%	49%	17%
Ecuador	180	40%	40%	20%	179	26%	49%	25%
Egypt	150	53%	30%	17%	153	35%	43%	22%
France	678	43%	37%	20%	683	32%	41%	28%
Germany	934	43%	37%	20%	948	32%	42%	26%
Hong Kong	210	42%	38%	20%	213	31%	44%	25%
India	1,287	37%	43%	20%	1,329	24%	49%	27%
Ireland	526	37%	40%	23%	534	21%	46%	33%
Italy	970	51%	30%	19%	987	30%	37%	33%
Japan	615	53%	29%	18%	619	38%	32%	30%
Malaysia	402	43%	38%	19%	410	28%	45%	27%
Mexico	553	29%	43%	27%	557	20%	40%	40%
Netherlands	385	39%	35%	26%	389	25%	41%	34%
New Zealand	462	38%	35%	27%	467	25%	40%	35%
Nigeria	201	35%	47%	18%	216	23%	52%	25%
Peru	289	36%	45%	19%	292	28%	42%	29%
Poland	425	40%	43%	17%	430	30%	48%	22%
Qatar	272	47%	29%	24%	280	28%	38%	34%
Saudi Arabia	356	50%	33%	17%	366	32%	39%	29%
Singapore	602	40%	42%	18%	620	34%	42%	25%
South Africa	628	32%	40%	28%	638	19%	41%	40%
South Korea	211	47%	32%	20%	220	36%	35%	30%
Spain	1,162	44%	35%	21%	1,161	29%	37%	34%
Sweden	455	43%	37%	19%	460	35%	39%	26%
Switzerland	528	38%	41%	22%	528	30%	43%	27%
Taiwan	207	33%	48%	19%	215	19%	54%	27%
Turkey	286	44%	37%	18%	305	30%	48%	23%
United Arab Emirates	456	44%	37%	19%	469	27%	45%	28%
United Kingdom	719	32%	35%	33%	727	20%	40%	40%
United States	10,250	29%	37%	34%	10,386	17%	37%	46%

Years of Technique Experience (Continued)

Country	Earned value management				Lean project management			
	n=	None	1-5	6+	n=	None	1-5	6+
Australia	911	29%	37%	34%	896	48%	37%	15%
Belgium	296	33%	44%	24%	291	53%	35%	12%
Brazil	837	23%	41%	36%	841	42%	40%	18%
Canada	2,758	36%	38%	26%	2,727	48%	36%	16%
Chile	198	23%	46%	31%	194	48%	35%	17%
China	641	35%	41%	24%	645	34%	45%	21%
Colombia	447	21%	52%	27%	440	47%	37%	16%
Costa Rica	187	36%	48%	16%	188	49%	40%	11%
Ecuador	181	20%	53%	27%	176	45%	40%	15%
Egypt	151	31%	46%	23%	152	55%	32%	13%
France	673	35%	45%	21%	679	56%	33%	11%
Germany	943	33%	41%	26%	932	49%	36%	14%
Hong Kong	207	40%	45%	15%	207	54%	33%	13%
India	1,310	28%	48%	23%	1,286	40%	45%	16%
Ireland	517	43%	37%	20%	518	46%	39%	15%
Italy	982	27%	43%	30%	959	57%	31%	12%
Japan	612	32%	38%	30%	603	54%	28%	18%
Malaysia	400	38%	43%	20%	400	48%	33%	19%
Mexico	551	24%	46%	30%	553	45%	36%	18%
Netherlands	382	38%	31%	31%	389	39%	42%	19%
New Zealand	458	36%	39%	26%	456	52%	33%	16%
Nigeria	208	19%	59%	23%	205	41%	43%	16%
Peru	301	14%	50%	36%	294	40%	42%	18%
Poland	423	36%	39%	24%	417	52%	36%	11%
Qatar	278	23%	41%	36%	267	51%	34%	15%
Saudi Arabia	367	26%	44%	31%	352	52%	30%	18%
Singapore	601	42%	39%	19%	604	47%	37%	16%
South Africa	633	23%	43%	34%	615	45%	34%	21%
South Korea	218	31%	40%	28%	207	49%	33%	17%
Spain	1,161	24%	44%	32%	1,147	48%	35%	16%
Sweden	457	34%	40%	26%	457	49%	34%	18%
Switzerland	522	38%	39%	23%	518	49%	37%	14%
Taiwan	206	48%	33%	19%	206	47%	37%	16%
Turkey	294	26%	51%	23%	288	43%	41%	16%
United Arab Emirates	464	25%	46%	30%	450	49%	34%	18%
United Kingdom	723	31%	37%	32%	711	48%	34%	18%
United States	10,195	38%	36%	26%	10,173	44%	37%	19%

Years of Technique Experience (Continued)

Country	Critical chain project management				Waterfall project management			
	n=	None	1-5	6+	n=	None	1-5	6+
Australia	891	49%	27%	24%	914	20%	21%	59%
Belgium	289	52%	29%	19%	299	27%	22%	51%
Brazil	843	33%	36%	31%	838	36%	24%	40%
Canada	2,714	52%	27%	21%	2,763	35%	22%	44%
Chile	195	38%	36%	26%	197	31%	24%	45%
China	645	34%	39%	27%	642	36%	37%	27%
Colombia	439	34%	43%	23%	433	44%	27%	28%
Costa Rica	189	41%	39%	21%	187	32%	35%	33%
Ecuador	178	34%	44%	21%	177	44%	29%	27%
Egypt	155	50%	30%	20%	151	44%	28%	28%
France	672	46%	33%	21%	680	39%	24%	37%
Germany	933	39%	36%	25%	950	23%	26%	52%
Hong Kong	208	41%	38%	21%	213	23%	33%	44%
India	1,271	38%	42%	20%	1,345	18%	39%	43%
Ireland	513	51%	31%	18%	525	32%	27%	41%
Italy	957	42%	32%	25%	977	35%	21%	44%
Japan	611	45%	30%	25%	618	15%	23%	62%
Malaysia	391	47%	34%	19%	400	31%	33%	37%
Mexico	547	35%	37%	28%	551	29%	27%	44%
Netherlands	376	44%	26%	30%	390	22%	20%	58%
New Zealand	453	57%	25%	18%	465	35%	20%	45%
Nigeria	202	36%	43%	21%	201	57%	27%	16%
Peru	285	28%	45%	27%	287	38%	31%	31%
Poland	417	39%	39%	22%	434	15%	29%	56%
Qatar	267	46%	35%	19%	263	66%	17%	17%
Saudi Arabia	349	44%	36%	20%	356	53%	28%	19%
Singapore	599	48%	33%	19%	611	29%	31%	40%
South Africa	620	34%	35%	31%	622	41%	21%	38%
South Korea	210	37%	36%	28%	203	48%	32%	20%
Spain	1,152	34%	36%	30%	1,157	38%	25%	37%
Sweden	462	33%	32%	35%	460	23%	24%	52%
Switzerland	521	51%	29%	19%	526	26%	24%	49%
Taiwan	207	43%	36%	21%	209	44%	32%	24%
Turkey	283	40%	39%	21%	308	25%	37%	38%
United Arab Emirates	449	39%	39%	23%	446	50%	25%	24%
United Kingdom	715	49%	26%	24%	725	24%	19%	57%
United States	10,103	50%	27%	23%	10,311	26%	23%	50%

Years of Technique Experience (Continued)

Country	Risk management				Change management			
	n=	None	1-5	6+	n=	None	1-5	6+
Australia	922	5%	30%	66%	924	7%	39%	54%
Belgium	299	9%	37%	54%	296	10%	44%	46%
Brazil	850	9%	42%	49%	849	8%	43%	49%
Canada	2,791	10%	40%	50%	2,785	11%	38%	50%
Chile	199	11%	46%	43%	199	17%	41%	42%
China	664	10%	50%	40%	657	12%	48%	40%
Colombia	452	12%	56%	32%	446	15%	55%	31%
Costa Rica	188	13%	53%	35%	188	12%	48%	40%
Ecuador	184	18%	53%	29%	178	20%	47%	34%
Egypt	157	16%	56%	28%	158	18%	53%	28%
France	692	12%	46%	43%	691	15%	45%	41%
Germany	957	8%	38%	54%	951	11%	41%	48%
Hong Kong	213	12%	50%	38%	212	5%	49%	46%
India	1,353	8%	49%	44%	1,348	7%	47%	46%
Ireland	535	11%	43%	46%	530	10%	40%	51%
Italy	990	16%	45%	39%	989	18%	40%	42%
Japan	622	9%	39%	52%	619	16%	34%	49%
Malaysia	408	10%	52%	38%	411	12%	48%	40%
Mexico	556	12%	44%	44%	553	11%	44%	45%
Netherlands	394	5%	32%	63%	396	10%	33%	58%
New Zealand	473	8%	32%	60%	472	14%	36%	50%
Nigeria	220	9%	59%	32%	218	5%	64%	31%
Peru	304	10%	52%	38%	294	11%	49%	39%
Poland	435	6%	40%	54%	434	8%	40%	53%
Qatar	291	12%	51%	37%	289	13%	43%	44%
Saudi Arabia	372	15%	53%	33%	367	16%	43%	41%
Singapore	620	14%	50%	36%	623	10%	46%	44%
South Africa	642	5%	36%	59%	632	10%	38%	52%
South Korea	229	16%	49%	35%	219	19%	45%	36%
Spain	1,179	12%	44%	44%	1,176	12%	43%	45%
Sweden	462	6%	32%	62%	461	10%	35%	55%
Switzerland	527	10%	37%	53%	528	11%	38%	51%
Taiwan	215	18%	50%	32%	210	28%	42%	30%
Turkey	309	10%	51%	39%	310	9%	50%	42%
United Arab Emirates	485	12%	53%	36%	482	12%	43%	45%
United Kingdom	729	4%	33%	63%	723	7%	36%	57%
United States	10,331	11%	34%	55%	10,361	10%	34%	57%

Years of Technique Experience (Continued)

Country	n=	Resource management		
		None	1–5	6+
Australia	918	7%	29%	64%
Belgium	292	8%	38%	55%
Brazil	846	8%	36%	56%
Canada	2,778	10%	36%	54%
Chile	196	13%	39%	48%
China	652	17%	48%	35%
Colombia	448	15%	46%	40%
Costa Rica	186	17%	47%	37%
Ecuador	181	10%	48%	41%
Egypt	159	6%	53%	40%
France	686	11%	41%	48%
Germany	951	10%	36%	55%
Hong Kong	212	8%	47%	45%
India	1,355	5%	43%	52%
Ireland	532	11%	41%	48%
Italy	984	10%	37%	53%
Japan	615	13%	35%	52%
Malaysia	410	8%	49%	43%
Mexico	556	10%	40%	50%
Netherlands	386	7%	30%	63%
New Zealand	465	12%	32%	56%
Nigeria	222	6%	55%	39%
Peru	293	10%	48%	41%
Poland	436	9%	38%	54%
Qatar	287	8%	39%	53%
Saudi Arabia	371	11%	48%	41%
Singapore	617	12%	44%	44%
South Africa	637	5%	32%	63%
South Korea	220	24%	37%	40%
Spain	1,157	12%	37%	51%
Sweden	462	10%	29%	61%
Switzerland	526	10%	35%	55%
Taiwan	210	19%	46%	35%
Turkey	313	10%	45%	46%
United Arab Emirates	473	8%	43%	49%
United Kingdom	718	8%	33%	59%
United States	10,322	11%	32%	57%

Highest Formal Education Level

Country	n=	High school	Associate's degree	4-year degree	Master's	Doctoral
Australia	955	3%	10%	41%	43%	4%
Belgium	314	2%	8%	9%	66%	15%
Brazil	878	3%	2%	19%	61%	15%
Canada	2,932	1%	14%	46%	35%	3%
Chile	208	3%	3%	35%	55%	4%
China	758	1%	4%	56%	38%	1%
Colombia	464	1%	1%	19%	72%	8%
Costa Rica	191	2%	5%	31%	61%	1%
Ecuador	186	3%	4%	21%	72%	1%
Egypt	178	1%	4%	62%	29%	4%
France	721	8%	2%	4%	76%	10%
Germany	992	5%	4%	14%	66%	10%
Hong Kong	231	1%	2%	36%	58%	3%
India	1,480	1%	4%	44%	46%	5%
Ireland	557	1%	9%	41%	43%	5%
Italy	1,071	16%	3%	14%	56%	11%
Japan	699	4%	6%	63%	26%	1%
Malaysia	440	3%	5%	58%	32%	3%
Mexico	568	3%	2%	43%	49%	2%
Netherlands	404	4%	2%	24%	58%	11%
New Zealand	491	5%	16%	48%	27%	4%
Nigeria	239	1%	0%	46%	51%	3%
Peru	328	2%	2%	33%	60%	3%
Poland	457	3%	1%	4%	75%	18%
Qatar	316	0%	3%	51%	43%	4%
Saudi Arabia	414	1%	4%	54%	39%	2%
Singapore	665	4%	4%	49%	41%	3%
South Africa	658	5%	23%	44%	26%	2%
South Korea	267	0%	2%	63%	32%	3%
Spain	1,238	5%	3%	19%	63%	9%
Sweden	480	4%	10%	17%	65%	5%
Switzerland	549	3%	2%	18%	64%	13%
Taiwan	241	0%	4%	27%	64%	5%
Turkey	355	1%	1%	41%	53%	5%
United Arab Emirates	523	0%	4%	46%	46%	4%
United Kingdom	759	8%	9%	36%	40%	7%
United States	10,937	1%	7%	43%	46%	3%

Degree in Project Management

Country	n=	Yes	No
Australia	953	21%	79%
Belgium	314	18%	82%
Brazil	876	47%	53%
Canada	2,917	18%	82%
Chile	208	40%	60%
China	751	30%	70%
Colombia	463	54%	46%
Costa Rica	191	49%	51%
Ecuador	183	42%	58%
Egypt	178	31%	69%
France	715	28%	72%
Germany	987	12%	88%
Hong Kong	231	10%	90%
India	1,476	18%	82%
Ireland	555	18%	82%
Italy	1,058	16%	84%
Japan	690	5%	95%
Malaysia	438	14%	86%
Mexico	568	34%	66%
Netherlands	402	9%	91%
New Zealand	488	19%	81%
Nigeria	238	16%	84%
Peru	327	57%	43%
Poland	456	18%	82%
Qatar	314	24%	76%
Saudi Arabia	411	23%	77%
Singapore	664	16%	84%
South Africa	657	27%	73%
South Korea	266	19%	81%
Spain	1,234	42%	58%
Sweden	475	13%	87%
Switzerland	547	18%	82%
Taiwan	236	22%	78%
Turkey	352	10%	90%
United Arab Emirates	520	22%	78%
United Kingdom	755	13%	87%
United States	10,866	12%	88%

Country	n=	PMP <1 yr.	PMP 1–5 yrs.	PMP 5–10 yrs.	PMP 10–20 yrs.	PMP 20+ yrs.	Total PMP	Non- PMP
Australia	955	0%	44%	35%	20%	0%	68%	32%
Belgium	314	2%	47%	31%	19%	0%	79%	21%
Brazil	878	2%	48%	32%	19%	0%	89%	11%
Canada	2,932	1%	46%	33%	19%	0%	82%	18%
Chile	208	1%	64%	30%	6%	0%	71%	29%
China	758	1%	67%	28%	4%	0%	97%	3%
Colombia	464	1%	60%	30%	9%	0%	80%	20%
Costa Rica	191	2%	68%	22%	7%	1%	64%	36%
Ecuador	186	4%	55%	40%	2%	0%	70%	30%
Egypt	178	3%	56%	29%	11%	0%	85%	15%
France	721	4%	67%	21%	9%	0%	77%	23%
Germany	992	2%	53%	33%	13%	0%	86%	14%
Hong Kong	231	1%	56%	32%	12%	0%	85%	15%
India	1,480	2%	58%	32%	9%	0%	83%	17%
Ireland	557	1%	61%	27%	11%	0%	78%	22%
Italy	1,071	1%	47%	38%	14%	0%	82%	18%
Japan	699	3%	40%	33%	24%	0%	94%	6%
Malaysia	440	1%	64%	26%	9%	0%	74%	26%
Mexico	568	2%	49%	36%	14%	0%	81%	19%
Netherlands	404	1%	55%	28%	16%	0%	83%	17%
New Zealand	491	0%	45%	34%	20%	1%	63%	37%
Nigeria	239	2%	62%	34%	3%	0%	86%	14%
Peru	328	2%	58%	34%	6%	0%	81%	19%
Poland	457	2%	63%	27%	8%	0%	80%	20%
Qatar	316	0%	67%	25%	7%	0%	72%	28%
Saudi Arabia	414	2%	62%	30%	6%	0%	77%	23%
Singapore	665	2%	55%	35%	8%	0%	85%	15%
South Africa	658	1%	55%	31%	13%	0%	78%	22%
South Korea	267	2%	48%	28%	21%	1%	89%	11%
Spain	1,238	3%	70%	24%	3%	0%	85%	15%
Sweden	480	3%	51%	30%	16%	0%	77%	23%
Switzerland	549	2%	57%	28%	13%	0%	81%	19%
Taiwan	241	1%	49%	41%	9%	0%	93%	7%
Turkey	355	1%	69%	25%	5%	0%	85%	15%
United Arab Emirates	523	2%	60%	30%	8%	0%	75%	25%
United Kingdom	759	2%	48%	34%	16%	0%	78%	22%
United States	10,937	1%	44%	32%	22%	1%	83%	17%

Training Received Over Past 12 Months

Country	n=	<5 days	5–9 days	10+ days
Australia	949	58%	28%	14%
Belgium	313	43%	40%	17%
Brazil	865	39%	24%	37%
Canada	2,878	49%	31%	20%
Chile	206	45%	20%	35%
China	717	31%	26%	43%
Colombia	460	40%	20%	39%
Costa Rica	189	29%	24%	47%
Ecuador	185	33%	22%	45%
Egypt	173	39%	24%	37%
France	712	48%	35%	17%
Germany	983	43%	36%	21%
Hong Kong	224	56%	29%	15%
India	1,457	33%	28%	39%
Ireland	551	51%	32%	17%
Italy	1,043	39%	31%	29%
Japan	647	43%	28%	29%
Malaysia	430	41%	35%	24%
Mexico	565	30%	26%	43%
Netherlands	404	41%	36%	23%
New Zealand	487	57%	27%	15%
Nigeria	235	34%	28%	38%
Peru	321	31%	18%	50%
Poland	454	39%	32%	28%
Qatar	303	54%	20%	25%
Saudi Arabia	404	49%	15%	37%
Singapore	646	44%	38%	18%
South Africa	656	41%	30%	29%
South Korea	261	24%	33%	43%
Spain	1,217	43%	25%	32%
Sweden	475	44%	36%	21%
Switzerland	546	46%	31%	23%
Taiwan	224	46%	26%	28%
Turkey	348	33%	30%	36%
United Arab Emirates	514	53%	22%	25%
United Kingdom	752	51%	30%	20%
United States	10,767	44%	32%	24%

Gender

Country	n=	Male	Female
Australia	917	81%	19%
Belgium	309	80%	20%
Brazil	862	84%	16%
Canada	2,805	66%	34%
Chile	200	82%	19%
China	741	77%	23%
Colombia	451	76%	24%
Costa Rica	185	72%	28%
Ecuador	182	76%	24%
Egypt	172	81%	19%
France	711	74%	26%
Germany	974	83%	17%
Hong Kong	224	78%	22%
India	1,416	88%	12%
Ireland	542	67%	33%
Italy	1,045	83%	17%
Japan	690	93%	7%
Malaysia	431	74%	26%
Mexico	549	78%	22%
Netherlands	386	83%	17%
New Zealand	476	71%	29%
Nigeria	226	74%	26%
Peru	322	83%	17%
Poland	444	76%	24%
Qatar	304	94%	6%
Saudi Arabia	389	99%	1%
Singapore	649	78%	22%
South Africa	635	72%	28%
South Korea	266	95%	5%
Spain	1,217	80%	20%
Sweden	468	74%	26%
Switzerland	530	83%	17%
Taiwan	237	70%	30%
Turkey	349	72%	28%
United Arab Emirates	496	90%	10%
United Kingdom	722	75%	25%
United States	10,512	61%	39%

Functional Area

Country	n=	Admin/ General Management	PM Department/ PMO	Consulting	Engineering	IT/IS	Other
Australia	955	4%	36%	8%	9%	29%	14%
Belgium	314	5%	32%	9%	7%	24%	24%
Brazil	878	9%	30%	9%	10%	28%	13%
Canada	2,932	7%	34%	9%	10%	20%	20%
Chile	208	11%	28%	15%	10%	23%	13%
China	758	8%	30%	5%	15%	21%	22%
Colombia	464	17%	32%	10%	10%	19%	12%
Costa Rica	191	11%	41%	5%	5%	23%	15%
Ecuador	186	20%	33%	12%	14%	11%	10%
Egypt	178	6%	52%	2%	13%	15%	12%
France	721	3%	30%	9%	8%	28%	21%
Germany	992	9%	29%	13%	7%	20%	21%
Hong Kong	231	2%	28%	9%	7%	39%	16%
India	1,480	2%	33%	5%	6%	38%	15%
Ireland	557	4%	26%	6%	13%	24%	27%
Italy	1,071	4%	31%	11%	8%	30%	17%
Japan	699	6%	16%	8%	15%	40%	15%
Malaysia	440	2%	44%	6%	7%	24%	17%
Mexico	568	14%	33%	11%	5%	23%	15%
Netherlands	404	6%	39%	6%	4%	19%	26%
New Zealand	491	6%	36%	11%	14%	17%	16%
Nigeria	239	6%	36%	8%	12%	12%	26%
Peru	328	10%	26%	8%	11%	27%	18%
Poland	457	6%	38%	8%	3%	30%	15%
Qatar	316	9%	41%	11%	15%	10%	14%
Saudi Arabia	414	6%	53%	6%	16%	9%	10%
Singapore	665	2%	29%	6%	9%	38%	16%
South Africa	658	5%	45%	10%	13%	14%	14%
South Korea	267	6%	37%	5%	28%	8%	16%
Spain	1,238	6%	26%	10%	14%	26%	17%
Sweden	480	7%	33%	15%	9%	15%	22%
Switzerland	549	5%	29%	9%	6%	27%	24%
Taiwan	241	8%	24%	7%	15%	22%	25%
Turkey	355	16%	41%	5%	5%	20%	12%
United Arab Emirates	523	5%	45%	9%	13%	15%	14%
United Kingdom	759	3%	37%	10%	7%	25%	18%
United States	10,937	6%	31%	8%	9%	25%	21%

Industry

Country	n=	Construction	Manufacturing	Consulting	Engineering	Financial Services	Telecom	Government	IT	Other
Australia	955	5%	3%	7%	7%	8%	11%	9%	25%	24%
Belgium	314	1%	5%	8%	9%	8%	11%	4%	23%	31%
Brazil	878	5%	4%	9%	10%	6%	7%	3%	31%	23%
Canada	2,932	8%	4%	8%	8%	9%	5%	12%	15%	30%
Chile	208	5%	4%	12%	11%	13%	13%	3%	20%	21%
China	758	4%	17%	4%	18%	3%	11%	0%	28%	16%
Colombia	464	8%	3%	11%	8%	6%	10%	5%	27%	22%
Costa Rica	191	3%	5%	7%	6%	10%	3%	2%	52%	12%
Ecuador	186	15%	3%	8%	6%	5%	15%	9%	23%	18%
Egypt	178	14%	4%	2%	11%	4%	19%	1%	28%	17%
France	721	2%	5%	11%	10%	7%	11%	2%	27%	25%
Germany	992	2%	8%	12%	13%	4%	8%	1%	26%	27%
Hong Kong	231	3%	6%	3%	6%	21%	6%	4%	22%	28%
India	1,480	3%	5%	5%	8%	7%	6%	1%	54%	13%
Ireland	557	3%	7%	6%	7%	12%	9%	2%	30%	24%
Italy	1,071	2%	6%	9%	8%	4%	14%	1%	35%	20%
Japan	699	2%	6%	5%	14%	5%	5%	1%	51%	10%
Malaysia	440	8%	10%	5%	10%	7%	10%	2%	28%	21%
Mexico	568	6%	5%	12%	7%	8%	8%	2%	32%	20%
Netherlands	404	1%	11%	4%	16%	4%	7%	1%	25%	31%
New Zealand	491	12%	2%	9%	13%	3%	4%	13%	21%	23%
Nigeria	239	9%	5%	8%	6%	13%	21%	5%	8%	26%
Peru	328	18%	3%	9%	7%	10%	7%	7%	16%	22%
Poland	457	1%	5%	8%	5%	18%	9%	1%	41%	14%
Qatar	316	40%	2%	13%	14%	1%	4%	3%	7%	17%
Saudi Arabia	414	24%	4%	8%	14%	1%	12%	5%	9%	22%
Singapore	665	5%	8%	5%	9%	13%	4%	6%	29%	20%
South Africa	658	9%	3%	10%	20%	10%	6%	4%	15%	23%
South Korea	267	30%	9%	4%	23%	2%	3%	5%	13%	9%
Spain	1,238	7%	3%	10%	13%	5%	11%	2%	27%	21%
Sweden	480	3%	7%	13%	19%	2%	9%	1%	22%	24%
Switzerland	549	3%	5%	7%	8%	16%	5%	1%	17%	38%
Taiwan	241	3%	17%	5%	12%	4%	12%	1%	27%	20%
Turkey	355	9%	5%	6%	8%	10%	16%	1%	21%	22%
United Arab Emirates	523	24%	2%	9%	12%	5%	6%	4%	9%	28%
United Kingdom	759	4%	4%	7%	9%	12%	6%	3%	28%	27%
United States	10,937	3%	5%	7%	7%	7%	4%	11%	20%	35%

Type of Project

Country	n=	Business Transformation	Construction	Engineering	IT	Manufacturing	Operations
Australia	953	33%	17%	21%	63%	4%	21%
Belgium	313	27%	8%	20%	52%	9%	19%
Brazil	875	25%	17%	27%	60%	9%	21%
Canada	2,927	28%	24%	24%	49%	7%	24%
Chile	208	26%	17%	27%	62%	5%	17%
China	745	7%	11%	33%	39%	17%	11%
Colombia	464	19%	23%	34%	59%	5%	15%
Costa Rica	191	40%	9%	15%	72%	8%	26%
Ecuador	186	25%	28%	33%	49%	6%	22%
Egypt	178	17%	30%	33%	48%	6%	17%
France	720	24%	7%	28%	54%	8%	13%
Germany	992	27%	7%	27%	54%	11%	17%
Hong Kong	231	29%	9%	10%	69%	6%	21%
India	1,477	21%	7%	18%	69%	6%	18%
Ireland	556	30%	10%	20%	55%	10%	27%
Italy	1,068	18%	8%	23%	62%	9%	15%
Japan	689	12%	7%	21%	69%	5%	8%
Malaysia	436	20%	19%	24%	52%	9%	19%
Mexico	567	31%	13%	21%	63%	7%	21%
Netherlands	404	30%	6%	24%	54%	11%	19%
New Zealand	491	27%	35%	28%	45%	5%	20%
Nigeria	239	30%	27%	32%	33%	5%	31%
Peru	328	20%	32%	28%	52%	5%	20%
Poland	454	33%	4%	11%	71%	5%	20%
Qatar	315	10%	69%	35%	17%	3%	10%
Saudi Arabia	413	17%	51%	40%	30%	6%	16%
Singapore	663	23%	11%	18%	64%	7%	21%
South Africa	658	19%	39%	40%	37%	7%	22%
South Korea	267	6%	43%	33%	20%	10%	10%
Spain	1,236	18%	14%	28%	54%	7%	14%
Sweden	479	27%	11%	27%	44%	11%	17%
Switzerland	548	32%	8%	20%	55%	6%	18%
Taiwan	237	13%	8%	28%	47%	19%	11%
Turkey	354	22%	16%	26%	58%	10%	19%
United Arab Emirates	523	21%	45%	34%	33%	4%	20%
United Kingdom	757	36%	14%	22%	57%	9%	22%
United States	10,895	25%	13%	20%	57%	7%	28%

Type of Project (Continued)

Country	n=	Quality Management	Regulatory Compliance	Research and Development	Supply Chain Management/ Logistics	Other
Australia	953	7%	11%	7%	7%	3%
Belgium	313	12%	10%	21%	9%	5%
Brazil	875	11%	9%	12%	11%	5%
Canada	2,927	10%	12%	10%	7%	7%
Chile	208	5%	6%	6%	6%	7%
China	745	9%	1%	13%	6%	2%
Colombia	464	6%	8%	7%	6%	6%
Costa Rica	191	9%	10%	6%	8%	6%
Ecuador	186	10%	5%	6%	9%	7%
Egypt	178	7%	2%	7%	5%	8%
France	720	6%	6%	15%	6%	3%
Germany	992	9%	5%	16%	9%	5%
Hong Kong	231	9%	10%	7%	6%	4%
India	1,477	11%	6%	9%	5%	5%
Ireland	556	8%	11%	12%	8%	5%
Italy	1,068	7%	6%	12%	5%	4%
Japan	689	10%	2%	7%	3%	2%
Malaysia	436	7%	9%	9%	6%	6%
Mexico	567	8%	11%	5%	11%	9%
Netherlands	404	8%	6%	25%	12%	3%
New Zealand	491	9%	11%	7%	5%	5%
Nigeria	239	18%	9%	7%	10%	8%
Peru	328	11%	7%	6%	5%	8%
Poland	454	9%	12%	13%	6%	7%
Qatar	315	7%	3%	3%	2%	3%
Saudi Arabia	413	11%	4%	7%	7%	5%
Singapore	663	8%	10%	8%	7%	4%
South Africa	658	8%	12%	6%	6%	6%
South Korea	267	6%	1%	10%	4%	3%
Spain	1,236	6%	5%	10%	4%	5%
Sweden	479	10%	9%	25%	8%	6%
Switzerland	548	7%	13%	17%	9%	4%
Taiwan	237	12%	3%	23%	8%	5%
Turkey	354	5%	7%	16%	7%	6%
United Arab Emirates	523	9%	6%	4%	7%	5%
United Kingdom	757	7%	12%	10%	7%	7%
United States	10,895	11%	13%	12%	8%	8%

Position Description

Country	n=	Director of PM/ PMO	Portfolio Manager	Program Manager	Project Manager III	Project Manager II	Project Manager I	PM Specialist	PM Consultant
Australia	955	5%	9%	20%	29%	15%	9%	6%	6%
Belgium	314	8%	8%	21%	29%	17%	8%	3%	7%
Brazil	878	6%	8%	14%	28%	18%	11%	6%	9%
Canada	2,932	6%	7%	18%	24%	19%	11%	7%	7%
Chile	208	10%	9%	19%	17%	22%	11%	4%	8%
China	758	8%	4%	22%	14%	18%	21%	9%	4%
Colombia	464	10%	8%	14%	21%	14%	14%	11%	6%
Costa Rica	191	8%	5%	14%	24%	25%	19%	5%	0%
Ecuador	186	9%	9%	14%	14%	20%	13%	12%	9%
Egypt	178	9%	5%	15%	19%	18%	18%	16%	0%
France	721	6%	5%	17%	21%	24%	12%	5%	12%
Germany	992	5%	5%	18%	27%	24%	9%	5%	8%
Hong Kong	231	0%	6%	16%	20%	20%	22%	12%	4%
India	1,480	3%	6%	23%	19%	20%	18%	6%	4%
Ireland	557	6%	7%	24%	25%	17%	11%	3%	8%
Italy	1,071	5%	5%	19%	26%	21%	12%	5%	6%
Japan	699	5%	3%	12%	11%	22%	26%	15%	7%
Malaysia	440	5%	5%	17%	24%	20%	16%	8%	5%
Mexico	568	12%	9%	22%	23%	16%	9%	4%	6%
Netherlands	404	8%	6%	22%	31%	20%	6%	4%	3%
New Zealand	491	5%	9%	17%	30%	21%	9%	3%	6%
Nigeria	239	5%	8%	17%	19%	10%	21%	13%	8%
Peru	328	9%	6%	10%	16%	16%	18%	17%	8%
Poland	457	6%	7%	17%	30%	22%	10%	4%	4%
Qatar	316	3%	4%	13%	10%	16%	20%	27%	7%
Saudi Arabia	414	7%	6%	13%	16%	12%	21%	18%	7%
Singapore	665	4%	5%	18%	21%	22%	22%	6%	4%
South Africa	658	7%	10%	20%	27%	17%	8%	5%	5%
South Korea	267	8%	0%	8%	13%	13%	33%	19%	5%
Spain	1,238	5%	6%	14%	22%	26%	15%	6%	6%
Sweden	480	3%	4%	14%	30%	25%	7%	4%	14%
Switzerland	549	7%	7%	15%	28%	23%	9%	5%	6%
Taiwan	241	9%	4%	14%	16%	19%	20%	15%	3%
Turkey	355	9%	4%	15%	21%	19%	13%	11%	8%
United Arab Emirates	523	4%	5%	18%	18%	15%	20%	16%	6%
United Kingdom	759	6%	10%	23%	26%	17%	7%	4%	7%
United States	10,937	7%	8%	27%	26%	14%	7%	4%	6%

Employees within Entire Organization

Country	n=	<100	100–299	300–999	1,000–2,499	2,500–4,999	5,000–9,999	10,000+
Australia	955	10%	7%	7%	11%	12%	10%	42%
Belgium	314	16%	6%	9%	13%	9%	5%	43%
Brazil	878	10%	12%	9%	10%	5%	13%	40%
Canada	2,930	15%	8%	12%	10%	11%	8%	35%
Chile	207	21%	13%	19%	7%	8%	5%	27%
China	758	9%	5%	16%	8%	13%	14%	34%
Colombia	464	18%	14%	17%	16%	10%	10%	15%
Costa Rica	191	8%	10%	11%	9%	15%	8%	39%
Ecuador	186	28%	16%	16%	14%	8%	10%	9%
Egypt	178	14%	8%	17%	13%	12%	10%	26%
France	721	8%	7%	6%	7%	9%	6%	56%
Germany	991	7%	6%	8%	7%	9%	6%	57%
Hong Kong	231	8%	10%	8%	14%	13%	6%	42%
India	1,480	3%	3%	8%	5%	7%	13%	61%
Ireland	557	8%	8%	11%	8%	11%	8%	47%
Italy	1,071	8%	10%	10%	12%	11%	10%	38%
Japan	699	3%	4%	12%	16%	9%	12%	43%
Malaysia	439	11%	8%	11%	10%	8%	13%	38%
Mexico	568	9%	10%	13%	9%	13%	6%	40%
Netherlands	404	6%	6%	4%	5%	5%	4%	69%
New Zealand	491	15%	12%	15%	15%	17%	9%	17%
Nigeria	239	14%	6%	14%	10%	15%	17%	24%
Peru	328	11%	10%	20%	14%	18%	11%	16%
Poland	457	5%	8%	9%	7%	9%	8%	54%
Qatar	316	6%	11%	27%	14%	13%	12%	16%
Saudi Arabia	414	5%	13%	16%	18%	10%	14%	25%
Singapore	665	8%	6%	8%	16%	11%	10%	42%
South Africa	657	11%	10%	7%	11%	11%	11%	39%
South Korea	267	7%	9%	8%	13%	14%	34%	16%
Spain	1,238	10%	12%	10%	13%	11%	7%	37%
Sweden	480	11%	7%	6%	7%	10%	6%	53%
Switzerland	549	8%	8%	7%	10%	11%	4%	52%
Taiwan	241	19%	16%	15%	14%	8%	5%	23%
Turkey	355	10%	13%	15%	15%	11%	7%	29%
United Arab Emirates	523	9%	13%	16%	14%	8%	14%	27%
United Kingdom	758	9%	6%	6%	6%	9%	7%	57%
United States	10,933	9%	9%	8%	9%	11%	7%	47%

Number of People on Project Teams

Country	n=	1-4	5-9	10-14	15-19	20+
Australia	762	15%	36%	19%	7%	23%
Belgium	245	11%	36%	21%	10%	22%
Brazil	672	14%	32%	22%	10%	22%
Canada	2,229	16%	35%	23%	8%	18%
Chile	161	29%	33%	19%	8%	12%
China	543	11%	33%	23%	8%	25%
Colombia	374	14%	35%	21%	10%	20%
Costa Rica	151	13%	36%	24%	8%	19%
Ecuador	160	19%	36%	18%	5%	23%
Egypt	139	17%	24%	21%	7%	31%
France	504	13%	38%	25%	7%	16%
Germany	835	12%	32%	22%	10%	24%
Hong Kong	165	32%	32%	21%	4%	10%
India	1,220	6%	21%	22%	11%	40%
Ireland	434	15%	38%	22%	8%	17%
Italy	877	18%	31%	23%	8%	19%
Japan	533	14%	26%	22%	6%	32%
Malaysia	365	11%	34%	28%	5%	22%
Mexico	491	13%	34%	21%	11%	21%
Netherlands	330	6%	31%	24%	12%	27%
New Zealand	377	17%	43%	19%	6%	15%
Nigeria	195	12%	31%	23%	8%	26%
Peru	267	18%	33%	21%	8%	20%
Poland	370	12%	33%	22%	11%	22%
Qatar	236	17%	21%	15%	13%	35%
Saudi Arabia	323	9%	25%	18%	9%	38%
Singapore	512	20%	39%	19%	4%	18%
South Africa	549	7%	28%	27%	13%	26%
South Korea	166	16%	26%	21%	10%	27%
Spain	1,022	20%	34%	21%	8%	17%
Sweden	405	6%	31%	23%	10%	30%
Switzerland	428	9%	36%	25%	9%	21%
Taiwan	150	29%	38%	15%	5%	13%
Turkey	276	13%	33%	21%	9%	25%
United Arab Emirates	406	15%	28%	19%	7%	31%
United Kingdom	624	12%	35%	20%	7%	26%
United States	8,650	14%	38%	21%	8%	19%

Average Budget of Projects

Country	n=	<US\$100K	US\$100K– \$499K	US\$500K– \$999K	US\$1mm– \$10mm	US\$10mm+
Australia	889	6%	20%	18%	39%	16%
Belgium	295	8%	24%	17%	38%	12%
Brazil	813	14%	24%	18%	30%	13%
Canada	2,698	12%	22%	15%	36%	14%
Chile	198	20%	24%	17%	31%	8%
China	639	21%	28%	16%	21%	14%
Colombia	448	16%	31%	17%	25%	12%
Costa Rica	161	22%	31%	19%	20%	7%
Ecuador	179	15%	37%	15%	22%	11%
Egypt	166	19%	20%	10%	30%	20%
France	651	10%	23%	20%	36%	11%
Germany	919	8%	24%	18%	37%	14%
Hong Kong	203	16%	31%	19%	27%	7%
India	1,310	15%	29%	16%	28%	11%
Ireland	510	18%	26%	19%	29%	8%
Italy	979	14%	27%	16%	32%	11%
Japan	589	11%	24%	19%	35%	11%
Malaysia	397	13%	27%	13%	31%	16%
Mexico	526	13%	28%	20%	28%	12%
Netherlands	372	8%	22%	22%	39%	10%
New Zealand	464	10%	25%	17%	38%	10%
Nigeria	212	22%	24%	12%	27%	15%
Peru	301	21%	24%	17%	25%	14%
Poland	417	17%	33%	16%	29%	7%
Qatar	289	4%	11%	9%	28%	48%
Saudi Arabia	381	7%	12%	7%	29%	45%
Singapore	610	11%	24%	19%	36%	11%
South Africa	616	8%	24%	16%	33%	19%
South Korea	233	6%	12%	15%	26%	41%
Spain	1,160	14%	30%	18%	26%	11%
Sweden	435	6%	23%	17%	38%	16%
Switzerland	502	6%	23%	18%	41%	11%
Taiwan	192	28%	33%	16%	19%	4%
Turkey	323	11%	25%	13%	35%	16%
United Arab Emirates	474	7%	18%	11%	32%	33%
United Kingdom	704	9%	20%	16%	39%	16%
United States	9,815	11%	22%	16%	39%	12%

How has your total compensation changed over the past 12 months?

Country	n=	Decreased	Remained the same	Increase <1%	Increase 1–2.9%	Increase 3–4.9%	Increase 5–9.9%	Increase 10+%
Australia	955	5%	35%	5%	24%	14%	8%	9%
Belgium	314	3%	27%	12%	31%	11%	9%	8%
Brazil	878	6%	23%	3%	6%	10%	40%	13%
Canada	2,931	4%	30%	5%	30%	14%	9%	8%
Chile	207	5%	29%	4%	28%	14%	9%	11%
China	758	4%	25%	3%	6%	16%	27%	19%
Colombia	464	4%	25%	2%	6%	16%	34%	13%
Costa Rica	191	2%	28%	11%	19%	17%	12%	11%
Ecuador	186	6%	55%	6%	9%	8%	10%	7%
Egypt	178	5%	24%	3%	3%	3%	18%	44%
France	721	3%	28%	8%	32%	14%	8%	6%
Germany	992	3%	21%	6%	35%	18%	9%	9%
Hong Kong	231	3%	21%	3%	15%	29%	16%	13%
India	1,480	1%	17%	2%	7%	13%	32%	29%
Ireland	557	2%	22%	3%	29%	18%	11%	15%
Italy	1,071	6%	51%	8%	13%	7%	9%	7%
Japan	699	8%	38%	12%	18%	9%	9%	6%
Malaysia	439	2%	32%	3%	10%	22%	20%	11%
Mexico	568	2%	29%	2%	11%	25%	14%	17%
Netherlands	404	2%	23%	8%	36%	18%	8%	5%
New Zealand	491	3%	31%	3%	29%	12%	11%	10%
Nigeria	239	5%	38%	3%	9%	6%	16%	23%
Peru	328	3%	36%	4%	9%	16%	13%	19%
Poland	457	4%	34%	3%	11%	13%	11%	25%
Qatar	316	6%	47%	1%	10%	15%	11%	10%
Saudi Arabia	414	7%	43%	3%	10%	13%	11%	13%
Singapore	665	3%	27%	4%	18%	26%	12%	9%
South Africa	658	2%	16%	1%	4%	17%	48%	13%
South Korea	267	4%	22%	5%	26%	24%	13%	5%
Spain	1,238	4%	43%	9%	20%	9%	8%	8%
Sweden	480	1%	15%	6%	50%	14%	7%	7%
Switzerland	549	5%	36%	15%	22%	9%	6%	7%
Taiwan	241	6%	34%	10%	16%	18%	11%	6%
Turkey	355	3%	10%	1%	3%	13%	43%	28%
United Arab Emirates	523	4%	52%	2%	10%	11%	10%	11%
United Kingdom	758	3%	32%	5%	27%	13%	8%	11%
United States	10,935	3%	19%	3%	29%	24%	11%	11%

How do you expect your total compensation to change over the next 12 months?

Country	n=	Decrease	Remain the same	Increase <1%	Increase 1–2.9%	Increase 3–4.9%	Increase 5–9.9%	Increase 10+%
Australia	955	3%	30%	5%	26%	18%	9%	9%
Belgium	314	1%	26%	8%	39%	13%	8%	5%
Brazil	878	3%	17%	1%	5%	14%	36%	24%
Canada	2,931	2%	26%	5%	33%	18%	9%	6%
Chile	207	3%	18%	4%	15%	19%	19%	22%
China	758	1%	7%	2%	3%	9%	25%	53%
Colombia	464	1%	14%	1%	4%	17%	37%	27%
Costa Rica	191	0%	21%	9%	19%	24%	16%	12%
Ecuador	186	3%	26%	3%	13%	12%	13%	29%
Egypt	178	2%	15%	2%	4%	8%	22%	47%
France	721	2%	24%	10%	32%	16%	10%	6%
Germany	992	1%	16%	8%	40%	17%	10%	8%
Hong Kong	231	1%	18%	3%	13%	32%	19%	13%
India	1,480	0%	7%	1%	6%	12%	31%	42%
Ireland	557	1%	25%	5%	29%	20%	11%	9%
Italy	1,071	3%	48%	9%	14%	9%	7%	9%
Japan	699	7%	37%	11%	18%	11%	10%	6%
Malaysia	439	1%	18%	2%	11%	21%	22%	24%
Mexico	568	1%	15%	2%	10%	24%	23%	25%
Netherlands	404	2%	25%	9%	37%	16%	7%	3%
New Zealand	491	3%	23%	6%	32%	18%	11%	8%
Nigeria	239	0%	16%	3%	7%	11%	17%	46%
Peru	328	2%	20%	2%	5%	17%	19%	36%
Poland	457	1%	29%	4%	11%	15%	16%	23%
Qatar	316	4%	33%	3%	9%	17%	16%	17%
Saudi Arabia	414	7%	30%	3%	8%	18%	17%	17%
Singapore	665	3%	16%	4%	19%	30%	16%	13%
South Africa	658	1%	10%	1%	4%	19%	51%	14%
South Korea	267	3%	14%	5%	27%	25%	16%	10%
Spain	1,238	3%	35%	11%	21%	12%	10%	8%
Sweden	480	1%	10%	7%	58%	15%	6%	4%
Switzerland	549	4%	36%	15%	20%	11%	7%	5%
Taiwan	241	2%	22%	5%	17%	20%	21%	14%
Turkey	355	1%	11%	1%	3%	13%	39%	33%
United Arab Emirates	523	3%	32%	4%	11%	15%	17%	19%
United Kingdom	758	2%	29%	7%	30%	13%	9%	10%
United States	10,935	1%	17%	4%	31%	29%	10%	8%

Project Management Career Path within Organization

Country	n=	Yes— clearly defined	Yes— informal	No	Don't know
Australia	953	22%	46%	27%	5%
Belgium	314	24%	36%	35%	5%
Brazil	875	25%	38%	34%	3%
Canada	2,918	20%	46%	28%	5%
Chile	207	24%	27%	45%	3%
China	723	31%	42%	19%	8%
Colombia	462	20%	32%	42%	6%
Costa Rica	191	40%	39%	18%	3%
Ecuador	185	17%	39%	38%	6%
Egypt	177	24%	50%	16%	10%
France	717	27%	33%	33%	7%
Germany	990	35%	33%	27%	5%
Hong Kong	227	16%	44%	30%	11%
India	1,469	33%	49%	14%	4%
Ireland	555	23%	45%	28%	4%
Italy	1,056	17%	36%	41%	7%
Japan	657	38%	34%	19%	10%
Malaysia	436	21%	56%	18%	5%
Mexico	566	27%	41%	28%	5%
Netherlands	404	31%	43%	23%	3%
New Zealand	489	17%	48%	31%	4%
Nigeria	237	27%	54%	16%	3%
Peru	325	30%	39%	27%	4%
Poland	455	30%	38%	27%	5%
Qatar	311	18%	47%	27%	8%
Saudi Arabia	406	22%	44%	26%	8%
Singapore	659	25%	45%	24%	7%
South Africa	657	24%	48%	25%	3%
South Korea	262	31%	41%	17%	10%
Spain	1,229	22%	33%	37%	7%
Sweden	478	32%	32%	31%	5%
Switzerland	547	22%	38%	36%	4%
Taiwan	228	26%	30%	32%	12%
Turkey	353	19%	45%	30%	6%
United Arab Emirates	519	17%	42%	32%	9%
United Kingdom	755	27%	45%	24%	3%
United States	10,866	25%	46%	25%	4%

Project Management Career Path Connect to Roles in Upper Management

Country	n=	Yes— clearly defined	Yes— informal	No	Don't know
Australia	640	21%	53%	17%	9%
Belgium	186	18%	43%	31%	8%
Brazil	546	34%	50%	11%	5%
Canada	1,924	19%	56%	16%	9%
Chile	105	33%	48%	16%	3%
China	519	38%	53%	4%	4%
Colombia	242	37%	46%	12%	5%
Costa Rica	151	32%	48%	14%	7%
Ecuador	102	24%	60%	14%	3%
Egypt	127	24%	53%	17%	6%
France	423	24%	43%	21%	12%
Germany	675	27%	36%	28%	9%
Hong Kong	133	21%	58%	12%	9%
India	1,182	33%	53%	8%	6%
Ireland	375	20%	52%	19%	10%
Italy	553	19%	54%	17%	10%
Japan	458	41%	46%	8%	5%
Malaysia	330	22%	59%	12%	8%
Mexico	378	30%	54%	12%	3%
Netherlands	298	26%	44%	21%	10%
New Zealand	318	17%	55%	19%	9%
Nigeria	190	26%	56%	15%	3%
Peru	220	37%	49%	11%	3%
Poland	307	21%	48%	20%	11%
Qatar	199	23%	60%	10%	8%
Saudi Arabia	263	26%	60%	8%	6%
Singapore	452	22%	55%	13%	10%
South Africa	469	23%	60%	14%	3%
South Korea	189	37%	50%	9%	4%
Spain	682	31%	47%	16%	5%
Sweden	304	22%	38%	28%	12%
Switzerland	327	20%	41%	28%	12%
Taiwan	124	39%	48%	7%	6%
Turkey	223	23%	56%	13%	8%
United Arab Emirates	301	25%	59%	11%	6%
United Kingdom	544	22%	51%	19%	8%
United States	7,615	20%	53%	18%	9%

Defined Set of Performance Skills for Project Managers within Organization

Country	n=	Yes— clearly defined	Yes— informal	No	Don't know
Australia	939	42%	31%	21%	6%
Belgium	308	40%	33%	22%	5%
Brazil	863	33%	35%	28%	3%
Canada	2,876	35%	35%	24%	5%
Chile	206	31%	29%	36%	4%
China	714	44%	35%	17%	4%
Colombia	460	32%	37%	28%	3%
Costa Rica	189	47%	38%	13%	2%
Ecuador	185	24%	42%	30%	4%
Egypt	172	40%	35%	22%	3%
France	711	45%	29%	20%	7%
Germany	984	47%	27%	18%	7%
Hong Kong	224	27%	36%	27%	10%
India	1,450	48%	37%	12%	3%
Ireland	549	36%	33%	26%	5%
Italy	1,046	34%	33%	26%	7%
Japan	642	44%	31%	19%	6%
Malaysia	431	39%	37%	21%	4%
Mexico	565	40%	38%	20%	2%
Netherlands	402	59%	26%	13%	2%
New Zealand	485	37%	33%	24%	6%
Nigeria	234	45%	33%	15%	7%
Peru	320	38%	35%	24%	3%
Poland	450	46%	28%	19%	7%
Qatar	306	35%	34%	24%	8%
Saudi Arabia	397	36%	34%	22%	8%
Singapore	653	35%	32%	26%	7%
South Africa	653	45%	32%	21%	2%
South Korea	260	38%	45%	13%	4%
Spain	1,220	33%	32%	30%	5%
Sweden	474	42%	24%	27%	7%
Switzerland	544	41%	33%	21%	6%
Taiwan	225	26%	38%	31%	5%
Turkey	350	38%	28%	31%	3%
United Arab Emirates	511	35%	35%	24%	6%
United Kingdom	746	46%	29%	20%	5%
United States	10,714	40%	32%	23%	6%

Equities Offered

Country	n=	Stock options	Stocks	Neither
Australia	950	3%	11%	86%
Belgium	312	10%	10%	82%
Brazil	861	5%	4%	92%
Canada	2,889	6%	10%	84%
Chile	207	6%	3%	90%
China	725	8%	9%	85%
Colombia	453	4%	3%	93%
Costa Rica	190	14%	8%	78%
Ecuador	183	5%	6%	89%
Egypt	175	6%	6%	88%
France	711	8%	10%	83%
Germany	981	7%	9%	85%
Hong Kong	227	4%	6%	91%
India	1,466	6%	6%	89%
Ireland	550	10%	13%	79%
Italy	1,045	4%	3%	93%
Japan	596	8%	8%	85%
Malaysia	435	7%	9%	85%
Mexico	560	10%	7%	84%
Netherlands	401	6%	9%	86%
New Zealand	486	2%	3%	95%
Nigeria	234	3%	7%	90%
Peru	321	8%	4%	87%
Poland	451	4%	4%	93%
Qatar	310	2%	2%	96%
Saudi Arabia	402	2%	2%	95%
Singapore	656	7%	7%	86%
South Africa	651	3%	11%	87%
South Korea	262	3%	4%	94%
Spain	1,230	3%	4%	93%
Sweden	472	5%	14%	82%
Switzerland	543	4%	7%	90%
Taiwan	231	6%	6%	87%
Turkey	348	5%	3%	92%
United Arab Emirates	513	2%	3%	95%
United Kingdom	749	9%	12%	80%
United States	10,780	8%	10%	83%

Employee Benefits

Country	n =	Company car/ allowance	Housing/ allowance	Cell phone usage	On-site child care	Paid life insurance	None of these
Australia	953	10%	2%	54%	0%	10%	40%
Belgium	314	82%	6%	79%	2%	68%	8%
Brazil	870	18%	4%	54%	5%	61%	23%
Canada	2,901	12%	2%	57%	1%	46%	28%
Chile	208	17%	4%	62%	3%	50%	22%
China	730	30%	33%	56%	4%	54%	18%
Colombia	461	13%	4%	47%	3%	32%	38%
Costa Rica	189	12%	1%	30%	2%	59%	31%
Ecuador	186	23%	3%	56%	3%	47%	27%
Egypt	177	48%	3%	66%	2%	37%	18%
France	714	27%	4%	64%	3%	27%	23%
Germany	978	29%	5%	65%	3%	16%	27%
Hong Kong	228	11%	12%	35%	1%	31%	39%
India	1,462	33%	29%	57%	3%	44%	20%
Ireland	552	22%	1%	56%	0%	44%	23%
Italy	1,058	29%	2%	75%	4%	30%	17%
Japan	662	23%	19%	39%	2%	10%	40%
Malaysia	436	40%	15%	60%	3%	39%	15%
Mexico	566	26%	4%	55%	3%	73%	14%
Netherlands	402	55%	2%	78%	0%	8%	14%
New Zealand	489	19%	1%	65%	0%	20%	29%
Nigeria	238	56%	59%	66%	13%	27%	11%
Peru	322	21%	7%	68%	3%	42%	20%
Poland	452	27%	3%	76%	3%	49%	12%
Qatar	311	64%	68%	59%	8%	36%	14%
Saudi Arabia	405	73%	78%	46%	6%	31%	13%
Singapore	661	20%	3%	56%	2%	28%	28%
South Africa	656	33%	5%	61%	1%	32%	26%
South Korea	263	13%	11%	33%	10%	40%	34%
Spain	1,230	13%	3%	67%	3%	37%	24%
Sweden	477	19%	2%	84%	1%	21%	12%
Switzerland	541	21%	3%	60%	2%	13%	33%
Taiwan	232	17%	4%	35%	3%	32%	44%
Turkey	350	54%	5%	68%	4%	59%	12%
United Arab Emirates	519	46%	51%	56%	6%	47%	13%
United Kingdom	754	36%	3%	53%	1%	43%	27%
United States	10,806	8%	2%	49%	1%	53%	27%

Mean Number of Vacation Days

Country	n=	After 1 year	n=	After 10 years
Australia	925	18	830	27
Belgium	286	25	285	26
Brazil	834	25	678	25
Canada	2,760	14	2,619	20
Chile	194	14	177	14
China	649	9	634	15
Colombia	447	16	345	19
Costa Rica	183	12	163	15
Ecuador	176	17	144	21
Egypt	163	21	158	29
France	660	29	639	31
Germany	949	28	936	29
Hong Kong	221	15	204	19
India	1,389	21	1,076	26
Ireland	516	21	509	23
Italy	907	25	909	28
Japan	623	19	582	27
Malaysia	416	17	380	21
Mexico	550	12	508	19
Netherlands	392	27	374	27
New Zealand	478	18	441	19
Nigeria	224	22	133	24
Peru	301	28	198	29
Poland	429	21	433	24
Qatar	302	28	205	32
Saudi Arabia	383	28	266	35
Singapore	633	17	577	20
South Africa	636	19	589	22
South Korea	249	15	223	22
Spain	1,158	20	1,081	21
Sweden	460	28	440	30
Switzerland	523	24	511	26
Taiwan	218	10	198	19
Turkey	336	16	323	23
United Arab Emirates	504	28	351	31
United Kingdom	722	22	699	23
United States	10,314	15	9,981	21

Pension Plans Offered

Country	n=	Defined benefit plan	Defined contribution plan	Other type of plan	None
Australia	940	15%	49%	7%	32%
Belgium	311	46%	42%	10%	14%
Brazil	858	24%	38%	6%	39%
Canada	2,900	35%	48%	6%	25%
Chile	206	26%	30%	11%	37%
China	709	39%	20%	16%	31%
Colombia	461	35%	40%	10%	18%
Costa Rica	189	34%	38%	19%	21%
Ecuador	185	29%	15%	11%	48%
Egypt	166	34%	15%	10%	43%
France	706	38%	23%	11%	38%
Germany	983	35%	30%	16%	32%
Hong Kong	220	20%	59%	10%	17%
India	1,445	16%	41%	9%	42%
Ireland	555	21%	69%	5%	11%
Italy	1,020	23%	57%	9%	18%
Japan	634	44%	49%	8%	15%
Malaysia	432	9%	41%	4%	48%
Mexico	564	41%	35%	11%	24%
Netherlands	401	39%	49%	12%	9%
New Zealand	482	5%	48%	7%	41%
Nigeria	237	13%	84%	4%	7%
Peru	316	44%	36%	11%	13%
Poland	452	20%	7%	8%	67%
Qatar	299	20%	4%	6%	70%
Saudi Arabia	387	32%	11%	7%	53%
Singapore	652	8%	25%	4%	65%
South Africa	654	16%	59%	6%	26%
South Korea	258	46%	18%	17%	23%
Spain	1,225	11%	14%	5%	71%
Sweden	475	63%	23%	19%	8%
Switzerland	539	34%	56%	13%	10%
Taiwan	219	40%	20%	12%	35%
Turkey	344	46%	18%	9%	35%
United Arab Emirates	510	18%	6%	5%	72%
United Kingdom	753	18%	67%	5%	17%
United States	10,758	30%	72%	6%	17%

Mean Hours Worked

Country	n=	Hours expected	n=	Actual hours worked
Australia	949	39	944	46
Belgium	312	39	312	45
Brazil	866	41	862	45
Canada	2,910	39	2,890	44
Chile	204	43	204	47
China	720	40	708	45
Colombia	460	44	452	48
Costa Rica	190	42	186	47
Ecuador	181	40	183	47
Egypt	176	41	174	48
France	699	38	707	44
Germany	985	40	980	45
Hong Kong	227	41	226	48
India	1,468	42	1,444	47
Ireland	553	39	553	44
Italy	1,052	40	1,045	46
Japan	655	40	651	48
Malaysia	435	40	433	47
Mexico	565	41	565	48
Netherlands	404	40	401	46
New Zealand	489	40	488	45
Nigeria	238	40	235	47
Peru	319	44	311	48
Poland	451	40	452	44
Qatar	308	44	298	50
Saudi Arabia	408	43	393	48
Singapore	650	41	649	49
South Africa	657	41	646	49
South Korea	260	41	256	48
Spain	1,226	40	1,217	45
Sweden	477	40	477	43
Switzerland	548	41	546	46
Taiwan	225	40	227	45
Turkey	350	42	347	46
United Arab Emirates	519	43	506	49
United Kingdom	754	38	752	45
United States	10,790	40	10,787	46

Appendix B—Survey Instrument

PMI Earning Power: Project Management Salary Survey 10th Edition

PMI is the leading global organization serving the project management profession. PMI's *Earning Power: Project Management Salary Survey 10th Edition* is designed to create a profile of compensation levels and trends for professionals in project management. The survey helps employers and project managers identify market compensation rates for various levels of project management professionals.

Your individual feedback remains completely confidential. PMI will not have access to survey data, except in aggregate. To ensure confidentiality, PMI has engaged PeriscopelQ, compensation and strategy specialists, to conduct the research.

PMI will make key portions of these data available, in aggregate form, to all respondents. Thank you for your valuable assistance.

Professional Profile

1) Please select the category that best reflects your employment status:

- | | |
|----------------------------|-----------------|
| 1. Full-time self-employed | CONTINUE |
| 2. Part-time self-employed | TERMINATE |
| 3. Full-time employed | CONTINUE |
| 4. Part-time employed | TERMINATE |
| 5. Currently unemployed | TERMINATE |
| 6. Student | TERMINATE |
| 7. Retired | TERMINATE |

2) Please select the country in which your office is located:

If you are paid according to a scale based on an office in another location (e.g., your company's headquarters), please select the country corresponding to that location.

- | | |
|--------------------|---|
| 1. Australia | 20. Netherlands |
| 2. Belgium | 21. New Zealand |
| 3. Brazil | 22. Nigeria |
| 4. Canada | 23. Peru |
| 5. Chile | 24. Poland |
| 6. China, Mainland | 25. Qatar |
| 7. Colombia | 26. Saudi Arabia |
| 8. Costa Rica | 27. Singapore |
| 9. Ecuador | 28. South Africa |
| 10. Egypt | 29. South Korea |
| 11. France | 30. Spain |
| 12. Germany | 31. Sweden |
| 13. Hong Kong | 32. Switzerland |
| 14. India | 33. Taiwan (Republic of China) |
| 15. Ireland | 34. Turkey |
| 16. Italy | 35. United Arab Emirates |
| 17. Japan | 36. United Kingdom |
| 18. Malaysia | 37. United States |
| 19. Mexico | 38. Other; please specify: TERMINATE |

(IF COUNTRY IS UNITED STATES, ASK:)

3) Please select the state in which your office is located:

- | | |
|-------------|----------------|
| 1. Alabama | 5. California |
| 2. Alaska | 6. Colorado |
| 3. Arizona | 7. Connecticut |
| 4. Arkansas | 8. Delaware |

- | | |
|-------------------------|--------------------|
| 9. District of Columbia | 31. New Jersey |
| 10. Florida | 32. New Mexico |
| 11. Georgia | 33. New York |
| 12. Hawaii | 34. North Carolina |
| 13. Idaho | 35. North Dakota |
| 14. Illinois | 36. Ohio |
| 15. Indiana | 37. Oklahoma |
| 16. Iowa | 38. Oregon |
| 17. Kansas | 39. Pennsylvania |
| 18. Kentucky | 40. Rhode Island |
| 19. Louisiana | 41. South Carolina |
| 20. Maine | 42. South Dakota |
| 21. Maryland | 43. Tennessee |
| 22. Massachusetts | 44. Texas |
| 23. Michigan | 45. Utah |
| 24. Minnesota | 46. Vermont |
| 25. Mississippi | 47. Virginia |
| 26. Missouri | 48. Washington |
| 27. Montana | 49. West Virginia |
| 28. Nebraska | 50. Wisconsin |
| 29. Nevada | 51. Wyoming |
| 30. New Hampshire | |

(IF COUNTRY IS UNITED STATES, ASK:)

4) Please enter the name and the ZIP code of the city or town where your office is located:
Please enter your five (5) digit ZIP code only.

City/Town Name: _____
 City/Town Zip Code: _____ (00000-99999)

(IF COUNTRY IS CANADA, ASK:)

5) Please select the province in which your office is located:

1. Alberta
2. British Columbia
3. Manitoba
4. New Brunswick
5. Newfoundland and Labrador
6. Northwest Territories
7. Nova Scotia
8. Nunavut
9. Ontario
10. Prince Edward Island
11. Quebec
12. Saskatchewan
13. Yukon Territory

6) What is your total number of years of work experience? *Please round to the nearest whole number*

_____ (Enter Response) (0–99)

7) How many years in total have you worked in project management? *Please round to the nearest whole number*

_____ (Enter Response) (0–99)

Please select the highest formal education level you have obtained: *Examples of postgraduate professional degrees are those in law and in medicine. Such degrees typically require three or more years of formal, postgraduate education.*

1. High school degree or equivalent, or less
2. Some college or Associate's degree or equivalent
3. 4-year college degree or equivalent
4. Master's degree or equivalent
5. Doctoral or postgraduate professional degree or equivalent

9) Do you have an academic degree in Project Management?

1. Yes
2. No

10) Are you currently a member of PMI?

1. Yes
2. No

11) Are you a PMP®?

1. Yes
2. No

(IF A PMP, ASK:)

12) For how many years have you been a PMP®? *Please round to the nearest whole number*

_____ (Enter Response) (0–42)

13) Other than PMP, which, if any, professional certifications do you hold?

If you select anything outside of a PMI credential, please identify the certification.

1. CAPM®
2. PgMP®
3. PfMP®
4. PMI-SP®
5. PMI-RMP®
6. PMI-ACP®
7. PMI-PBA®
8. Internal, company-sponsored certification
9. Certification from an association or organization not centered on project management
10. Certification from a project management association other than PMI
11. None

If you selected a certification from somewhere other than PMI, please describe it.

(Ask for each PMI certification selected in Q13)

14) Please indicate how many years you have held each certification below: *Please round to the nearest whole number*

_____ (Enter Response)

- CAPM® (0–14)
- PgMP® (0–10)
- PfMP® (0–9)
- PMI-SP® (0–9)
- PMI-RMP® (0–7)
- PMI-ACP® (0–6)

- PMI-PBA® (0–3)
- PfMP® (0–3)

15) Are you:

1. Male
2. Female

16) Please select the category that best reflects the industry focus of your organization:

1. Aerospace
2. Business services (advertising, marketing, staffing, etc.)
3. Construction
4. Consulting
5. Engineering
6. Financial services
7. Food and beverage
8. Government
9. Healthcare
10. Information technology
11. Insurance
12. Legal
13. Manufacturing
14. Pharmaceuticals
15. Real Estate
16. Resources (Agriculture, Mining, Coal, Gas, Oil)
17. Telecommunications
18. Training/Education
19. Utility
20. Other, please specify:

17) Which of these best describes the functional area to which you report?

1. Administration/General Management
2. Consulting
3. Customer Service/Public Relations
4. Engineering
5. Finance
6. Human Resources
7. Information Technology/Information Systems
8. Operations/Manufacturing
9. Project Management Department or PMO
10. Quality Management
11. Research and Development
12. Sales/Marketing
13. Supply Chain Management/Logistics
14. Training and Education
15. Other, please specify:

18) Which types of projects do you primarily manage or participate in?

Please select all that apply.

1. Business Transformation
2. Construction
3. Engineering
4. Information Technology
5. Manufacturing
6. Operations
7. Quality Management
8. Regulatory Compliance

9. Research and Development
10. Supply Chain Management/Logistics
11. Other, please specify:

19) What is your job title?

20) Please read the following descriptions carefully and select the position that best matches your current responsibilities: *The answer does not have to be the same as your current job title. Instead, select on the basis of your actual current activities and responsibilities.*

1. **Chief Executive Officer (CEO):** This position is the top executive position, responsible for the overall direction of the business and for achieving maximum return on invested capital. The CEO leads the efforts of the senior executives and works with them to develop current and long-range objectives, policies, and procedures for the organization. The position represents the organization to its customers, the financial community, and the general public
2. **Chief Information Officer (CIO):** This position identifies changes and trends in computer and systems technology and interprets their meaning to senior management. The CIO participates in overall business planning, bringing a current knowledge and future vision of technology and systems as related to the organization's competitive position. The CIO also determines long-term, organization-wide information needs and develops the overall strategy for information needs, systems development, hardware acquisition, and integration, including mainframe, mini, macro, and client/server computing applications. The person in this position acts to assure the integrity of organization data, proprietary information, and related intellectual property through information security and access management, and acts as the highest interface with non-technical user functions in determining the overall information systems approach. The CIO frequently reports to a chief executive officer.
3. **Director of Project Management/Director of Project Management Office (PMO):** This position is responsible for the organization-wide integration of consistent project management methodologies and terminology. It may also be responsible for the operations of the organization's project management office.
4. **Portfolio Manager:** In the extreme case, the portfolio manager will be responsible for the management of the entire set of projects undertaken by an organization or division in a manner that optimizes the return on investment (ROI) from these projects, and ensures their alignment with the organization's strategic objectives. Particularly in large organizations, a portfolio manager may only have responsibility for a subset of the organization's projects and their alignment to organizational strategic objectives. While the portfolio of projects may share resources, they may have diverse objectives and may be operationally independent of one another. A portfolio manager may interact with senior managers, executives, and major stakeholders to establish strategic plans and objectives for an organization. This position may also be responsible for the organization-wide integration of consistent project management methodologies and terminology.
5. **Program Manager:** This position is responsible for the coordinated management of multiple related projects, and in many (or most) cases, ongoing operations, which are directed toward a common objective. The program manager works with constituent project managers (who are responsible to the program manager for the execution of their project and its impact on the program) to monitor cost, schedule, and technical performance of component projects and operations, while working to ensure the ultimate success of the program. Generally, the program manager is responsible for determining and coordinating the sharing of resources among their constituent projects to the overall benefit of the program. Usually, the position is responsible for stakeholder management, particularly stakeholders external to the organization.
6. **Project Manager III:** Under the general direction of either a portfolio manager, or, in some cases, a program manager, this position oversees high-priority projects, which often require considerable resources and high levels of functional integration. In addition to the duties of a project manager II, the project manager III takes projects from original concept through final implementation. The position interfaces with all areas affected by the project, including end users, distributors, and vendors; it also ensures adherence to quality standards and reviews project deliverables. The project manager III may communicate with a company executive regarding the status of specific projects.
7. **Project Manager II:** Under the general supervision of either a portfolio manager or a program manager, this position oversees multiple projects or one larger project. In addition to the duties of a project manager I, the project manager II is responsible for assembling the project team, assigning individual responsibilities, identifying appropriate resources needed, and developing the schedule to ensure timely completion of the project. The

position may communicate with a senior project manager, functional area manager, or program manager regarding the status of specific projects.

8. **Project Manager I:** Under direct supervision of a more senior project manager, a portfolio manager, or a program manager, this position oversees a small project or phase(s) of a larger project, and has responsibility for all aspects of the project over the entire project life (initiate, plan, execute, control, close). The project manager I must be familiar with system scope and project objectives, as well as the role and function of each team member, to effectively coordinate the activities of the team.
9. **Project Management Specialist:** This position is responsible for a specific area of project management (i.e., scheduling, cost management, risk management, etc.). The project management specialist supports the project manager and their associated projects.
10. **Project Management Consultant:** This position acts as internal or external consultant to one or more levels of the program or functional management in the areas of project planning, management, best practices, execution, and analysis. The project management consultant is likely to have held senior project management positions at one or more organizations before becoming a consultant.
11. **Functional Manager:** This position is responsible for the operations of any of the organization's functional groups (e.g., accounting, human resources, information technology, etc.). May also be responsible for the organization-wide integration of policies and procedures related to the functional group.
12. **Educator/Trainer:** This position is primarily responsible for educating students, practitioners, or internal training professionals in the field of project management. An educator/trainer is usually highly experienced and/or educated in project management. An educator is likely to work in a university or an educational institution setting. A trainer is likely to work as a part of a consulting organization or work within an organization as an internal trainer.

21) How well does the position description you selected above fit with your current job responsibilities? *A match of 70 to 80% between your current responsibilities and those of the job you selected above would be considered a "Good" fit. A match greater than 80% would be considered an "Excellent" fit, and a match of less than 60% would be considered a "Poor" fit.*

1. Excellent
2. Good
3. Fair
4. Poor

Compensation Data

22) Please select the currency in which you are paid:
If your currency is not listed, please select "U.S. Dollars."

- | | |
|--------------------------|---------------------------------|
| 1. Australian Dollars | 19. Polish Złoty |
| 2. Brazilian Reais | 20. Qatari Riyals |
| 3. British (U.K.) Pounds | 21. Saudi Riyals |
| 4. Canadian Dollars | 22. Singapore Dollars |
| 5. Chilean Peso | 23. South African Rand |
| 6. Chinese Yuan | 24. South Korean Won |
| 7. Columbian Peso | 25. Swedish Kronor |
| 8. Costa Rican Colón | 26. Swiss Francs |
| 9. Egyptian Pounds | 27. Taiwan Dollars |
| 10. European Union Euros | 28. Turkish Lira |
| 11. Hong Kong Dollars | 29. United Arab Emirates Dirham |
| 12. Indian Rupees | 30. United States Dollars |
| 13. Japanese Yen | |
| 14. Malaysian Ringgit | |
| 15. Mexican Peso | |
| 16. New Zealand Dollars | |
| 17. Nigerian Naira | |
| 18. Peruvian Nuevo Sol | |

GUIDELINES FOR REPORTING COMPENSATION

Annualized Earnings (2016)

Enter gross annualized earnings paid to you in 2016. Gross earnings are payments before any deductions for taxes, health or other insurance premiums, retirement plan contributions, and so on.

Exclude bonus, special cash awards, or compensation for overtime. Exclude the value of employer-paid benefits, like health insurance, retirement plans, housing allowance, car allowance, or travel reimbursements *unless* their value is rolled into your salary without itemization.

Include any commissions based on prespecified criteria, such as sales revenues.

Bonus (2016)

Include bonus(es) based on performance criteria and/or your organization's results. If a bonus earned in 2016 is paid in 2017, include it. Do *not* include one-time signing bonuses, deferred profit-sharing, or special awards that are variable and unpredictable.

Other Monetary Compensation

Include any compensation not in the two categories above. For example, special awards, such as one-time signing bonuses, recognition awards, holiday bonuses, housing allowances, and car allowances. If you get free housing or free use of a car or any other benefit of value, but without a specified monetary value, please use the market value of the benefit as an estimate. Do *not* include employer contributions to pension plans (such as 401(k) plans in the United States, Provident Funds in India, etc.).

Exclusions

Do not include in any of the compensation elements the value of long-term incentives (stock options, contingent stock grants, etc.), deferred compensation, unused vacation, or employer contributions to pension plans that involve vesting.

Questions

Compensation practices may vary substantially across different organizations and countries. These guidelines may help:

1. Include only earnings that you received in 2016, or earned in 2016 and received or will receive in 2017 that is owed to you unconditionally.
2. If you are unsure of how to allocate certain compensation elements, use your best judgment according to the above guidelines.

Still have a question? Send an e-mail to support@periscopeiq.com.

23) Please enter amounts comprising your total compensation in {selected currency}:

Please make sure you have read and understood the guidelines above before responding to this question. If your currency was not listed and you selected "United States Dollars," convert your currency to US\$ using the conversion rates found [here](#). Please round to whole numbers, and do not use currency symbols, commas, or other delimiters when entering values. If you did not receive Bonus or Other monetary compensation, please enter 0 (zero) in those fields.

- a. Annualized salary/earnings (2016) _____
- b. Bonus (2016) _____
- c. Other monetary compensation (2016) _____

24) Please indicate the types of equities-based compensation you received in the past year. *Please do not include any stock (i.e., shares) that you purchased (at full price or discounted price) as part of a stock purchase plan, or any shares that were contributed by the company to your pension benefits as part of matching funds.*

1. Stock options
2. Stock (i.e., shares)
3. Neither

25) Do you receive any of the following employee benefits? *Please select all that apply.*

1. Company car or transportation allowance
2. Housing or housing allowance
3. Mobile phone usage
4. On-site child care
5. Paid life insurance
6. None of these

26) How many days of paid time off per year do you receive? *Please do not include organizational holidays where the entire organization is closed. Please enter whole numbers only.*

1. After 1 year of service _____ (0-60)
2. After 10 years of service _____ (0-60)

27) Please select the type(s) of pension plans you are entitled to from your employer.

Defined Benefit Plans typically base retirement benefits on your compensation, age, and length of service at the time you retire. Typically, you make no contributions to these types of plans.

Defined Contribution Plans typically base retirement benefits on contributions that you make (which are often tax-free or tax-deferred) and sometimes include matching contributions made by your employer. Examples of these plans are “401(k)” in the United States, “Provident Plans” in India, and “Superannuation” in Australia. These funds are invested by you or a third party and you are entitled to all proceeds when you retire.

Please select all that apply.

1. Defined Benefit Plans
2. Defined Contribution Plans
3. Other type of pension plans
4. None of the above

28) How has your total compensation changed over the past 12 months?

Total compensation includes salary, bonus, and other cash incentives.

1. Decreased
2. Remained the same
3. Increased less than 1%
4. Increased 1.0% to 2.9%
5. Increased 3.0% to 3.9%
6. Increased 4.0% to 4.9%
7. Increased 5.0% to 6.9%
8. Increased 7.0% to 9.9%
9. Increased 10.0% to 14.9%
10. Increased 15.0% to 19.9%
11. Increased 20.0% to 24.9%
12. Increased 25.0% to 29.9%
13. Increased 30% or greater

29) How do you expect your total compensation to change over the next 12 months?

Total compensation includes salary, bonus, and other cash incentives.

1. Decreased
2. Remained the same
3. Increased less than 1%
4. Increased 1.0% to 2.9%
5. Increased 3.0% to 3.9%
6. Increased 4.0% to 4.9%
7. Increased 5.0% to 6.9%

8. Increased 7.0% to 9.9%
9. Increased 10.0% to 14.9%
10. Increased 15.0% to 19.9%
11. Increased 20.0% to 24.9%
12. Increased 25.0% to 29.9%
13. Increased 30% or greater

(IF A PMP, ASK:)

30) To what degree do you feel that having the PMP® has contributed to increases in your compensation?

1. A great deal
2. A moderate amount
3. A slight amount
4. None
5. Don't know

31.) Is the country in which you currently work the same as your home country (i.e., that you consider to be your permanent residence)?

1. Yes
2. No

(If Q31=No, ASK:)

32) Please think about the people in a job similar to yours. Would you say that your compensation is consistent with the compensation of those in a similar position residing in the country where you work, or is it consistent with the compensation of those in a similar position in your home country?

1. The country where you work
2. Your home country
3. Other, please specify
4. Don't know

Work Environment

33) Please indicate the total number of employees within your entire organization:

1. Less than 100
2. 100 to 299
3. 300 to 999
4. 1,000 to 2,499
5. 2,500 to 4,999
6. 5,000 to 9,999
7. 10,000 or more

34) How many hours do you work per week? *Please round to the nearest whole number.*

1. Required number of hours worked per company policy:
2. Actual number of hours you typically work:

35) How many days of training (internal and external) did you receive over the last 12 months?

36) Do you manage project teams?

Yes

No

(If YES, ASK)

37) What is the typical number of people that serve on project teams that you manage?

_____ (enter response)

38) In U.S. dollars (\$), what is the average budget for the projects you manage?

To convert local currency to US\$, please use the conversion rates found [here](#).

1. Less than \$100,000
2. \$100,000 to \$499,999
3. \$500,000 to \$999,999
4. \$1 million to \$10 million
5. More than \$10 million
6. Don't manage projects
7. Don't know

Career Path

39) Is there a career path for someone engaged in project or program management within your organization?

1. Yes - Clearly defined and in writing
2. Yes - Informal or unstated career path
3. No
4. Don't Know

(If there is a career path, ASK:)

40) Is the career path for someone engaged in project or program management connected to roles in upper management?

1. Yes - Clearly defined and in writing
2. Yes - Informal or unstated
3. No
4. Don't Know

41) Does your organization have a set of performance skills (or skill sets) defined for project or program managers?

1. Yes - Clearly defined and in writing
2. Yes - Informal or unstated
3. No
4. Don't Know

42.) How many years of experience do you have in each of the following project management techniques?

ROTATE	0	1-5	6-10	11-20	Over 20
Agile/Iterative/Incremental Project Management					
Extreme Project Management					
Process-Based Project Management					
Event Chain Project Management					
Project Portfolio Management					
Program Management					
Earned Value Management					
Lean Project Management					
Critical Chain Project Management					
Waterfall Project Management					
Risk Management					
Change Management					
Resource Management to estimate and allocate resources					

43) Do you consider project management to be your primary profession, or a service you provide as part of another profession (e.g., you are a functional manager who often/sometimes manages projects)?

1. Project management is my primary profession
2. Project management is a service I provide as part of another profession
3. Neither. I am simply interested in the topic of project management

44) Which of these includes the total annual revenue of your organization (in US\$)?

To convert local currency to US\$, please use the conversion rates found [here](#).

1. Less than \$50 million
 2. \$50 to \$499 million
 3. \$500 to \$999 million
 4. \$1 billion to \$4.99 Billion
 5. \$5 billion or more
- Not applicable/Don't know

45) About how much does your organization spend on all its projects annually (in US\$)?

To convert local currency to US\$, please use the conversion rates found [here](#).

1. Less than \$1 million
2. \$1 to \$9 million
3. \$10 to \$49 million
4. \$50 to \$249 million
5. \$250 to \$499 million
6. \$500 to \$999 million
7. \$1 billion or more
8. Don't know

46) Does your organization have a project management office, or PMO?

1. Yes
2. No

47) In which country do you reside?

Please indicate the country of your permanent residence.

48) What is your primary language for work?

- | | |
|-------------|----------------------------|
| 1. Arabic | 9. Korean |
| 2. Chinese | 10. Polish |
| 3. Dutch | 11. Portuguese |
| 4. English | 12. Russian |
| 5. French | 13. Spanish |
| 6. German | 14. Swedish |
| 7. Italian | 15. Turkish |
| 8. Japanese | 16. Other, please specify: |

49) How old are you?

Please round to the nearest whole number and enter that number only [no plus sign (+) or other text]. If you prefer not to answer, you may leave this question blank.

_____ (Enter 0-99)

50) Use this space for any comments or suggestions related to this survey, particularly its concepts, definitions, and measurement techniques.

Appendix C—Sampling Methodology

PMI's Earning Power: Project Management Salary Survey 10th Edition, was sent to a stratified sampling of customers from 37 different countries. Countries included in the sampling were selected based on two factors: concentration of PMI members within a given country, and the desire to represent all regions of the globe.

The survey invitation was sent via an email that included a link to the web-based survey. Using a web-based survey benefited the research in several ways, including the providing ability to survey a large number of respondents at a relatively low cost (as compared to other data-collection methods), a condensed data-collection time period, and a fairly high response rate.

PMI contracted with a third-party market research vendor, PeriscopeIQ, for this project. PeriscopeIQ utilized its advanced web-survey technology platform (www.periscopeiq.com) to conduct this research. PeriscopeIQ is a global strategy consulting and market research firm with focus on scientific rigor and research-based methodologies. The salary survey was conducted according to PeriscopeIQ's best compensation survey practices, including confidentiality of individual responses.

Email invitations to the web-based survey were sent to 296,113 professionals on 20 March 2017. Nonresponders were sent a total of three reminder emails throughout the field period, which ended on 29 April 2017. Data collection for the survey closed with a total of 45,346 completed surveys, yielding a response rate of 15.3%.

The data collected were run through extensive quality checks by PeriscopeIQ, resulting in the elimination of 12,202 cases, based on the following criteria:

Reason	Number deleted
Not full-time	3,174
Selected "poor fit" for job position	1,055
Selected undefined country	344
Analyzed to be an outlier or violated other best compensation practice principles	3,715
Excluded job titles (non-PM positions)	3,914

As shown in the table above, 1,055 respondents were eliminated from the data because they noted that the position descriptions provided did not adequately represent their current job responsibilities. These 1,055 respondents represent only 2.3% of the total respondent population, which indicates that the position descriptions provided in the survey are fairly accurate and widely used.

As a result of this data-cleaning process, a total of 33,144 respondents were included in the full report.

Due to the fact that a stratified sampling methodology was used rather than a random sampling, data are not reported in aggregate form (all countries combined together) in this report. Therefore, we have not calculated an overall sample error for the entire sample, but have instead included sample error estimates for each country in the table below.

Country	Respondents	Sample error*
Australia	955	+/-3.2%
Belgium	314	+/-5.5%
Brazil	878	+/-3.3%
Canada	2,932	+/-1.8%
Chile	208	+/-6.8%
China	758	+/-3.6%
Colombia	464	+/-4.5%
Costa Rica	191	+/-7.1%
Ecuador	186	+/-7.2%
Egypt	178	+/-7.3%
France	721	+/-3.6%
Germany	992	+/-3.1%
Hong Kong	231	+/-6.4%
India	1,480	+/-2.5%
Ireland	557	+/-4.2%
Italy	1,071	+/-3.0%
Japan	699	+/-3.7%
Malaysia	440	+/-4.7%
Mexico	568	+/-4.1%
Netherlands	404	+/-4.9%
New Zealand	491	+/-4.4%
Nigeria	239	+/-6.3%
Peru	328	+/-5.4%
Poland	457	+/-4.6%
Qatar	316	+/-5.5%
Saudi Arabia	414	+/-4.8%
Singapore	665	+/-3.8%
South Africa	658	+/-3.8%
South Korea	267	+/-6.0%
Spain	1,238	+/-2.8%
Sweden	480	+/-4.5%
Switzerland	549	+/-4.2%
Taiwan	241	+/-6.3%
Turkey	355	+/-5.2%
United Arab Emirates	523	+/-4.3%
United Kingdom	759	+/-3.6%
United States	10,937	+/-0.9%

*Sample error at the 95% confidence level

Appendix D—Exchange Rates

Currency	Exchange rate* (US\$ to local)	Exchange rate* (local to US\$)
Australian Dollars	1.307634	0.76474
Brazilian Reais	3.103277	0.32224
Canadian Dollars	1.333422	0.74995
Chilean Peso	662.2517	0.00151
Chinese Yuan	6.887052	0.1452
Colombian Peso	2941.176	0.00034
Costa Rican Colón	571.4286	0.00175
Egyptian Pounds	18.13237	0.05515
European Union Euros	0.927085	1.07865
Hong Kong Dollars	7.76699	0.12875
Indian Rupees	65.48788	0.01527
Japanese Yen	111.2347	0.00899
Malaysian Ringgit	4.431053	0.22568
Mexican Peso	19.00418	0.05262
New Zealand Dollars	1.420455	0.70400
Nigerian Naira	313.4796	0.00319
Peruvian Nuevo Sol	3.283317	0.30457
Polish Zloty	3.963693	0.25229
Qatari Riyals	3.644581	0.27438
Saudi Riyals	3.751219	0.26658
Singapore Dollars	1.399639	0.71447
South African Rand	12.53447	0.07978
South Korean Won	1123.596	0.00089
Swedish Kronor	8.811349	0.11349
Swiss Francs	0.992625	1.00743
Taiwan Dollars	30.4971	0.03279
Turkish Lira	3.622139	0.27608
United Arab Emirates Dirham	3.673634	0.27221
United Kingdom (British) Pounds	0.800224	1.24965
United States Dollars	1	1

*Exchange rates as of 31 December 2016