

# Earning Power

Project Management Salary Survey  
Eleventh Edition

# Earning Power

## Project Management Salary Survey Eleventh Edition

Project Management Institute  
Newtown Square, Pennsylvania, USA

## Earning Power: Project Management Salary Survey—Eleventh Edition

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# INTRODUCTION

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

The latest edition provides comprehensive insights from 32,000 respondents in 42 countries, with salary data reported in local currency in the individual country reports. New in this edition is salary information from five countries not previously covered — Indonesia, Pakistan, Philippines, Portugal, and Russian Federation.

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:

- The vast majority of survey respondents hold the Project Management Professional (PMP)<sup>®</sup> certification (82%). Furthermore, survey respondents with a PMP certification report higher median salaries than those without a PMP certification—**22% higher on average across the 42 countries surveyed.**
- Nearly three-quarters of respondents (72%) report that their total compensation (including salary, bonuses and other forms of compensation) increased over the 12 months prior to completing the salary survey. About one-quarter (28%) reported increases of at least 5% over that time period.

# About PMI

PMI is the world's leading association for those who consider project, program, or portfolio management their profession.

Through global advocacy, collaboration, education, and research, we work to prepare more than three million professionals around the world for The Project Economy: the economy in which work, and individuals, are organized around projects.

Celebrating our 50th anniversary in 2019, we work in nearly every country around the world to 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.

Visit us at [PMI.org](https://pmi.org), [ProjectManagement.com](https://ProjectManagement.com), [facebook.com/PMInstitute](https://facebook.com/PMInstitute), and on Twitter [@PMInstitute](https://twitter.com/PMInstitute).

# About This Report

The eleventh edition of the PMI *Earning Power: Project Management Salary Survey* builds on features added for the tenth edition. The PMI Market Research Department continues to evolve this valuable offering to best serve the global project management community. The eleventh edition report is based on self-reported salary information from more than 32,000 project management practitioners, 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 42 countries.

Comparison of Number of Respondents						
COUNTRY	SIXTH EDITION	SEVENTH EDITION	EIGHTH EDITION	NINTH EDITION	TENTH EDITION	ELEVENTH EDITION
Australia	772	734	947	716	955	818
Belgium	0	275	300	215	314	243
Brazil	894	901	985	596	878	820
Canada	3,567	3,023	3,786	2,546	2,932	2,869
Chile	0	0	0	0	208	194
China	1,909	1,528	1,801	677	758	826
Colombia	0	369	438	289	464	453
Costa Rica	0	0	0	0	191	98
Ecuador	0	0	0	0	186	153
Egypt	0	0	270	166	178	231
France	339	456	483	454	721	792
Germany	828	742	745	559	992	988
Hong Kong	154	259	289	254	231	322
India	1,553	1,689	2,036	1,197	1,480	885
Indonesia	0	0	0	0	0	102
Ireland	0	386	450	438	557	520
Italy	508	678	774	666	1,071	1,131
Japan	1,154	652	647	398	699	602
Malaysia	0	370	414	389	440	440
Mexico	293	369	569	513	568	680
Netherlands	0	303	342	331	404	347
New Zealand	282	442	690	505	491	461
Nigeria	0	203	273	212	239	297
Pakistan	0	0	0	0	0	171
Peru	0	244	320	272	328	320
Philippines	0	0	0	0	0	306
Poland	0	0	426	293	457	470
Portugal	0	0	0	0	0	340
Qatar	0	0	212	346	316	283
Russian Federation	0	0	0	0	0	240
Saudi Arabia	258	307	341	370	414	542
Singapore	380	624	774	549	665	783
South Africa	0	0	645	544	658	771
South Korea	472	221	213	177	267	290
Spain	0	424	843	734	1,238	1,308
Sweden	0	397	494	399	480	463
Switzerland	0	304	449	375	549	539
Taiwan	309	230	269	179	241	298
Turkey	0	0	0	333	355	344
United Arab Emirates	412	474	373	417	523	602
United Kingdom	824	647	847	561	759	739
United States	19,916	13,572	13,877	9,677	10,937	8,967



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:

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

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 one of their member benefits, PMI members can access a customized salary query at no charge. This query includes the following salary variables:

- 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)

*\*Available for Australia, Brazil, Canada, China, Colombia, Germany, France, India, Italy, Ireland, Japan, Malaysia, Mexico, New Zealand, Poland, Saudi Arabia, Singapore, South Africa, Spain, Sweden, Switzerland, United Arab Emirates, United Kingdom, and United States salary queries only.*

## 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 10 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 10 respondents for a given education level, industry affiliation, company size, etc. Although the number 10 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

Nearly three-quarters of survey participants (72%) report that their total compensation (including salary, bonuses, and other forms of compensation) increased over the 12 months prior to completing the salary survey. About one-quarter (28%) reported increases of at least 5% over that time period.

Those holding PMI's globally recognized Project Management Professional (PMP)<sup>®</sup> certification report significant earnings increases in most countries included in this study. Among survey respondents, those holding the PMP certification report higher median salaries (22% higher on average across the 42 countries surveyed) than those without a PMP certification.

Median salary varied significantly depending on a number of key demographic factors, particularly 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

# Country of Employment

Median salary (when converted to U.S. dollars using normal exchange rates) varies considerably among project professionals from country to country as shown in the table below.

The countries where project professionals report the highest median salaries are Switzerland (US\$132,086), the United States (US\$116,000), and Australia (US\$101,381), whereas the countries reporting the lowest median salaries are Pakistan (US\$14,914) and Egypt (US\$13,933).

Annualized Salary (in U.S. Dollars) by Country		
COUNTRY	N=	MEDIAN SALARY EXCHANGE RATE
Switzerland	539	\$132,086
United States	8,967	\$116,000
Australia	818	\$101,381
Germany	988	\$96,987
Netherlands	347	\$93,839
Belgium	243	\$92,352
Ireland	520	\$85,829
United Kingdom	739	\$83,410
Qatar	283	\$81,668
United Arab Emirates	602	\$81,665
New Zealand	461	\$81,196
Hong Kong	322	\$76,607
Canada	2,869	\$73,355
Sweden	463	\$72,759
Singapore	783	\$71,279
France	792	\$68,663
Japan	602	\$66,188
Saudi Arabia	542	\$63,944
South Korea	290	\$62,835
South Africa	771	\$62,455
Italy	1,131	\$57,219
Chile	194	\$54,682
Spain	1,308	\$52,642
Poland	470	\$47,841
Portugal	340	\$45,775
Brazil	820	\$38,643
Costa Rica	98	\$37,409
Malaysia	440	\$36,247
Mexico	680	\$35,863
Ecuador	153	\$35,000
Russian Federation	240	\$34,541
Peru	320	\$33,774
Philippines	306	\$32,135
Colombia	453	\$30,800
Taiwan	298	\$30,585
China	826	\$29,075
Indonesia	102	\$28,980
India	885	\$28,750
Turkey	344	\$28,698
Nigeria	297	\$20,246
Pakistan	171	\$14,914
Egypt	231	\$13,933

# Number of Years of Experience in Project Management

Expectedly, median salaries among project professionals tend to increase alongside their tenure in project management.

Annualized Salary (in U.S. Dollars) by Years of Experience in Project Management						
COUNTRY	<3 YEARS	3-<5 YEARS	5-<10 YEARS	10-<15 YEARS	15-<20 YEARS	20+ YEARS
Australia	\$68,763	\$71,231	\$91,684	\$101,205	\$117,778	\$126,946
Belgium	\$53,786	\$62,159	\$81,579	\$93,613	\$101,850	\$117,165
Brazil	\$25,762	\$27,454	\$33,653	\$41,219	\$47,428	\$51,524
Canada	\$55,016	\$58,684	\$67,487	\$77,023	\$84,358	\$90,000
Chile	-	\$53,243	\$46,624	\$58,999	\$69,072	\$74,828
China	\$23,260	\$26,168	\$29,075	\$32,564	\$34,890	\$50,882
Colombia	\$14,784	\$18,480	\$24,563	\$36,960	\$51,744	\$55,440
Costa Rica	\$28,327	\$32,560	\$37,037	\$48,840	-	-
Ecuador	-	\$20,676	\$32,700	\$36,500	\$42,300	-
Egypt	-	\$10,311	\$13,376	\$19,440	\$21,736	\$29,817
France	\$46,920	\$56,647	\$64,658	\$72,096	\$75,300	\$88,118
Germany	\$69,464	\$74,385	\$89,834	\$98,417	\$109,289	\$114,438
Hong Kong	\$51,855	\$57,456	\$69,968	\$96,490	\$99,590	\$98,568
India	\$21,563	\$22,389	\$25,875	\$32,894	\$35,938	\$51,750
Indonesia	-	-	\$28,152	\$33,120	-	-
Ireland	\$56,647	\$71,753	\$80,107	\$91,551	\$96,128	\$113,294
Italy	\$45,775	\$48,064	\$51,497	\$57,219	\$62,941	\$69,807
Japan	\$54,534	\$54,534	\$61,805	\$68,168	\$72,712	\$72,712
Malaysia	\$29,118	\$28,507	\$28,997	\$41,080	\$50,431	\$47,967
Mexico	\$25,028	\$26,452	\$31,437	\$38,152	\$45,782	\$52,192
Netherlands	\$63,227	\$77,646	\$86,401	\$101,166	\$108,716	\$102,995
New Zealand	\$54,354	\$63,749	\$75,156	\$87,235	\$87,235	\$99,985
Nigeria	\$16,432	\$14,774	\$19,152	\$31,301	\$33,182	-
Pakistan	-	\$9,246	\$14,020	\$17,883	\$28,612	-
Peru	\$26,253	\$23,716	\$29,497	\$41,296	\$45,485	\$40,468
Philippines	\$17,874	\$20,262	\$24,720	\$38,439	\$55,144	\$45,636
Poland	\$21,953	\$31,931	\$44,837	\$50,292	\$53,219	\$55,880
Portugal	\$30,212	\$33,817	\$42,342	\$45,775	\$57,219	\$57,219
Qatar	\$61,904	\$76,767	\$65,334	\$88,201	\$100,043	\$122,501
Russian Federation	-	\$29,120	\$34,512	\$41,702	\$36,238	-
Saudi Arabia	\$38,366	\$53,286	\$57,549	\$76,999	\$95,916	\$88,242
Singapore	\$50,233	\$54,559	\$65,999	\$77,366	\$91,666	\$100,466
South Africa	\$36,603	\$43,024	\$55,515	\$62,802	\$80,199	\$76,333
South Korea	\$46,465	\$58,305	\$58,305	\$65,930	\$74,593	\$82,973
Spain	\$40,053	\$43,487	\$49,781	\$57,219	\$61,797	\$67,519
Sweden	\$56,148	\$60,446	\$63,804	\$72,474	\$78,356	\$82,833
Switzerland	\$103,027	\$112,019	\$124,974	\$142,247	\$142,247	\$148,851
Taiwan	\$28,592	\$23,527	\$29,702	\$31,042	\$35,944	\$49,014
Turkey	\$24,746	\$22,668	\$27,957	\$34,002	\$39,669	\$34,002
United Arab Emirates	\$48,999	\$65,332	\$70,776	\$94,972	\$114,330	\$133,658
United Kingdom	\$57,305	\$64,945	\$77,145	\$82,773	\$92,961	\$101,875
United States	\$83,000	\$90,000	\$103,407	\$120,000	\$126,690	\$135,000

# PMP® Certification Status

The majority of survey respondents (82%) have the PMP® certification. PMP® certification holders report higher median salaries in most countries included in this study; however, this varies widely from country to country. Those holding the PMP® certification demonstrate the largest salary increases in the Philippines and Indonesia, where PMP® holders report a median salary over 80% 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						
COUNTRY	PMP®	<5	5-<10	10+	NON-PMP®	% INCREASE PMP® VS. NON-PMP®
Philippines	\$37,079	\$27,191	\$42,047	\$58,870	\$20,131	84%
Indonesia	\$33,120	\$28,980	\$32,706	\$45,885	\$18,216	82%
Colombia	\$33,264	\$25,718	\$37,699	\$51,246	\$23,408	42%
South Africa	\$65,924	\$59,058	\$66,618	\$86,743	\$46,513	42%
Malaysia	\$39,381	\$33,529	\$43,496	\$44,463	\$28,997	36%
Belgium	\$96,128	\$89,671	\$114,438	\$102,995	\$71,410	35%
Ecuador	\$36,000	\$32,000	\$39,300	\$43,950	\$27,000	33%
Poland	\$47,897	\$44,704	\$53,219	\$55,348	\$36,056	33%
Mexico	\$36,626	\$31,793	\$40,288	\$48,669	\$27,673	32%
Brazil	\$39,917	\$34,521	\$42,507	\$46,371	\$30,914	29%
Costa Rica	\$42,000	\$38,095	\$46,792	-	\$33,211	26%
United States	\$120,000	\$106,000	\$126,000	\$134,342	\$95,000	26%
Egypt	\$13,933	\$11,704	\$16,163	\$19,507	\$11,147	25%
Canada	\$77,023	\$68,954	\$78,490	\$91,694	\$62,352	24%
China	\$29,075	\$26,168	\$34,890	\$45,067	\$23,994	21%
Qatar	\$81,668	\$65,334	\$100,995	\$130,668	\$68,601	19%
Taiwan	\$30,879	\$27,905	\$32,349	\$43,132	\$26,141	18%
Germany	\$97,273	\$91,551	\$102,995	\$108,716	\$82,396	18%
Russian Federation	\$36,131	\$34,800	\$41,414	\$41,932	\$30,629	18%
France	\$71,645	\$67,519	\$76,960	\$85,829	\$60,778	18%
Singapore	\$73,333	\$63,447	\$79,199	\$95,767	\$62,333	18%
Portugal	\$46,348	\$40,797	\$51,497	\$53,786	\$39,481	17%
Hong Kong	\$76,607	\$64,350	\$89,375	\$98,824	\$65,755	17%
New Zealand	\$85,893	\$77,840	\$90,590	\$94,616	\$73,814	16%
Italy	\$57,219	\$55,638	\$59,508	\$62,941	\$49,209	16%
Pakistan	\$14,968	\$12,747	\$17,167	\$31,545	\$12,875	16%
Saudi Arabia	\$63,944	\$57,549	\$79,930	\$111,901	\$55,871	14%
Spain	\$54,930	\$51,497	\$57,219	\$68,663	\$48,000	14%
United Arab Emirates	\$84,000	\$71,865	\$95,820	\$128,622	\$73,498	14%
Chile	\$57,560	\$51,804	\$64,395	\$77,706	\$50,941	13%
India	\$28,750	\$24,438	\$34,500	\$37,375	\$25,444	13%
United Kingdom	\$86,594	\$81,202	\$82,773	\$109,515	\$77,053	12%
Sweden	\$73,878	\$69,793	\$76,565	\$80,035	\$66,155	12%
South Korea	\$64,584	\$56,857	\$63,687	\$80,730	\$58,305	11%
Ireland	\$89,262	\$80,107	\$91,551	\$104,139	\$80,679	11%
Nigeria	\$21,451	\$17,019	\$24,898	\$41,040	\$19,426	10%
Switzerland	\$133,102	\$127,006	\$142,247	\$151,391	\$121,926	9%
Netherlands	\$96,296	\$89,434	\$102,995	\$94,007	\$89,262	8%
Peru	\$33,922	\$29,025	\$39,290	\$41,001	\$32,447	5%
Australia	\$102,262	\$92,591	\$98,736	\$119,541	\$98,736	4%
Japan	\$66,188	\$63,623	\$67,531	\$72,712	\$65,895	0%
Turkey	\$28,472	\$27,391	\$34,191	\$34,002	\$29,876	-5%

# 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 the Philippines, where the median salary increases from US\$17,247 for a project manager I to US\$24,524 for a project manager II, and US\$36,167 for a project manager III.

Annualized Salary (in U.S. Dollars) by Position								
COUNTRY	DIRECTOR OF PM/PMO	PORTFOLIO MANAGER	PROGRAM MANAGER	PROJECT MANAGER III	PROJECT MANAGER II	PROJECT MANAGER I	PROJECT MANAGEMENT SPECIALIST	PROJECT MANAGEMENT CONSULTANT
Australia	\$126,946	\$121,202	\$112,841	\$105,789	\$90,273	\$77,214	\$89,611	\$95,210
Belgium	\$115,487	\$96,128	\$113,138	\$91,551	\$77,321	\$64,736	-	\$74,385
Brazil	\$61,829	\$43,795	\$46,371	\$41,219	\$33,233	\$28,853	\$30,914	\$34,006
Canada	\$92,427	\$88,026	\$80,691	\$74,089	\$68,954	\$58,684	\$63,819	\$79,590
Chile	\$64,280	\$77,706	\$65,735	\$54,682	\$43,314	\$51,254	\$48,207	\$51,804
China	\$34,890	\$43,613	\$29,075	\$34,890	\$24,423	\$23,260	\$23,260	\$29,075
Colombia	\$37,114	\$63,140	\$36,282	\$35,420	\$29,568	\$22,176	\$27,720	\$22,176
Costa Rica	-	-	-	\$39,072	\$38,584	\$31,258	-	-
Ecuador	\$36,000	-	\$36,000	\$39,300	\$36,000	\$24,500	\$25,000	\$32,174
Egypt	\$19,507	\$18,949	\$20,621	\$14,045	\$13,655	\$9,140	\$10,311	\$13,933
France	\$82,968	\$80,107	\$77,818	\$74,385	\$62,941	\$59,508	\$62,369	\$72,599
Germany	\$108,716	\$106,084	\$108,716	\$98,417	\$91,551	\$82,396	\$86,914	\$89,720
Hong Kong	\$127,679	\$109,896	\$95,759	\$89,375	\$76,607	\$57,073	\$63,201	\$68,947
India	\$46,000	\$37,375	\$33,063	\$28,750	\$25,875	\$20,772	\$17,250	\$21,563
Indonesia	-	-	\$39,252	\$27,117	\$26,220	\$23,598	\$32,016	\$40,710
Ireland	\$116,727	\$93,839	\$91,551	\$89,262	\$80,107	\$68,663	\$68,663	\$90,979
Italy	\$68,663	\$75,195	\$65,230	\$58,662	\$51,593	\$49,209	\$49,209	\$51,497
Japan	\$77,257	\$72,712	\$81,801	\$72,712	\$63,623	\$59,987	\$55,443	\$77,711
Malaysia	\$57,995	\$48,329	\$43,496	\$42,046	\$34,797	\$24,769	\$30,206	\$28,997
Mexico	\$48,834	\$48,580	\$42,730	\$36,137	\$30,521	\$26,045	\$25,851	\$33,192
Netherlands	\$114,438	\$96,987	\$102,995	\$92,191	\$85,829	\$68,663	\$88,232	\$89,605
New Zealand	\$98,978	\$100,656	\$98,665	\$83,880	\$71,466	\$60,192	\$70,459	\$91,597
Nigeria	\$17,976	\$32,832	\$36,400	\$23,585	\$19,699	\$16,416	\$15,322	\$15,048
Pakistan	\$20,815	\$17,167	\$21,030	\$15,737	\$14,306	\$10,372	\$12,518	-
Peru	\$45,485	\$41,296	\$41,886	\$38,789	\$28,907	\$26,842	\$33,037	\$26,220
Philippines	\$46,178	\$56,132	\$36,597	\$36,167	\$24,524	\$17,247	\$13,311	-
Poland	\$66,524	\$58,541	\$55,082	\$46,833	\$39,914	\$35,125	\$30,335	\$47,897
Portugal	\$46,748	\$59,279	\$51,497	\$45,775	\$40,053	\$38,680	\$40,626	\$40,053
Qatar	-	-	\$94,734	\$98,001	\$84,934	\$65,334	\$67,893	\$94,734
Russian Federation	\$43,140	\$39,520	\$33,074	\$35,950	\$34,066	\$29,335	-	-
Saudi Arabia	\$95,916	\$102,310	\$76,732	\$67,940	\$56,590	\$51,714	\$47,958	\$74,601
Singapore	\$108,899	\$114,399	\$87,999	\$76,727	\$67,268	\$52,799	\$45,613	\$67,466
South Africa	\$83,273	\$76,333	\$69,394	\$62,455	\$50,796	\$40,897	\$58,985	\$64,786
South Korea	\$91,135	-	\$62,790	\$69,983	\$68,244	\$60,548	\$68,274	\$56,960
Spain	\$68,663	\$62,941	\$59,508	\$57,219	\$50,353	\$45,775	\$48,064	\$45,775
Sweden	\$88,990	\$81,042	\$80,819	\$75,166	\$67,162	\$65,147	\$60,110	\$67,162
Switzerland	\$150,375	\$152,407	\$142,247	\$137,166	\$121,926	\$113,797	\$119,894	\$130,054
Taiwan	\$38,231	\$41,172	\$32,676	\$33,330	\$27,905	\$28,428	\$26,141	\$35,453
Turkey	\$45,336	\$35,513	\$32,113	\$28,335	\$28,335	\$22,668	\$25,596	\$28,335
United Arab Emirates	\$130,663	\$130,663	\$99,543	\$97,997	\$72,001	\$60,910	\$65,332	\$81,665
United Kingdom	\$109,133	\$109,515	\$95,508	\$80,000	\$73,222	\$61,125	\$71,312	\$89,140
United States	\$144,000	\$138,000	\$125,000	\$115,000	\$100,000	\$87,360	\$92,221	\$120,000

# Project Size

Those managing larger projects in terms of the average number of team members and average project budget also reported higher median salaries in most countries included in this study. Once again, differences in salary between those managing larger projects vs. those managing smaller projects vary significantly from country to country.

Annualized Salary (in U.S. Dollars) by Average Number of Team Members					
COUNTRY	<5	5-<10	10-<15	15-<20	20+
Australia	\$88,157	\$103,320	\$105,789	\$105,789	\$124,254
Belgium	\$83,082	\$93,839	\$94,782	\$102,422	\$93,613
Brazil	\$30,914	\$38,643	\$40,189	\$41,219	\$49,463
Canada	\$69,687	\$73,355	\$76,808	\$83,625	\$88,026
Chile	\$48,926	\$55,258	\$64,755	-	\$69,763
China	\$29,075	\$26,168	\$27,331	\$30,538	\$34,890
Colombia	\$22,176	\$27,720	\$29,568	\$44,352	\$36,960
Costa Rica	\$36,386	\$39,072	\$39,072	-	-
Ecuador	\$30,000	\$30,000	\$41,500	\$35,000	\$37,000
Egypt	\$10,589	\$12,373	\$16,720	\$11,815	\$17,585
France	\$66,946	\$68,663	\$68,663	\$68,663	\$77,818
Germany	\$85,829	\$91,551	\$98,417	\$100,706	\$113,981
Hong Kong	\$70,543	\$74,054	\$89,690	-	\$98,313
India	\$22,353	\$27,313	\$28,750	\$30,869	\$30,188
Indonesia	-	\$28,980	\$26,082	-	\$38,256
Ireland	\$77,246	\$86,973	\$91,551	\$93,839	\$97,273
Italy	\$52,642	\$57,219	\$59,508	\$61,797	\$64,086
Japan	\$58,953	\$65,441	\$72,712	\$70,894	\$72,712
Malaysia	\$26,581	\$33,734	\$36,247	\$38,301	\$48,329
Mexico	\$35,244	\$33,574	\$41,013	\$40,899	\$39,678
Netherlands	\$70,952	\$86,973	\$94,412	\$101,166	\$104,139
New Zealand	\$80,525	\$81,867	\$91,261	\$91,932	\$94,885
Nigeria	\$15,048	\$19,699	\$25,445	\$24,624	\$26,266
Pakistan	\$17,167	\$15,021	\$17,954	\$14,020	\$15,021
Peru	\$29,497	\$32,768	\$36,872	\$30,146	\$41,296
Philippines	\$22,818	\$27,382	\$30,424	\$36,342	\$41,681
Poland	\$39,914	\$41,378	\$47,897	\$47,786	\$54,416
Portugal	\$43,141	\$44,860	\$48,064	\$54,358	\$52,642
Qatar	\$71,867	\$83,301	\$81,668	\$89,834	\$95,007
Russian Federation	\$31,653	\$34,512	\$35,950	\$30,198	\$38,342
Saudi Arabia	\$66,699	\$63,944	\$75,666	\$60,746	\$63,944
Singapore	\$64,386	\$71,518	\$75,734	\$75,532	\$90,932
South Africa	\$53,537	\$60,095	\$63,530	\$70,782	\$69,186
South Korea	\$62,790	\$62,790	\$67,275	-	\$78,093
Spain	\$48,064	\$51,497	\$57,219	\$57,219	\$62,712
Sweden	\$58,767	\$67,610	\$72,751	\$77,237	\$80,595
Switzerland	\$121,926	\$132,086	\$130,003	\$137,166	\$142,755
Taiwan	\$29,408	\$29,523	\$43,459	\$43,132	\$36,466
Turkey	\$22,668	\$28,335	\$28,335	\$28,637	\$37,194
United Arab Emirates	\$86,146	\$82,114	\$81,665	\$85,657	\$81,665
United Kingdom	\$82,136	\$81,818	\$82,773	\$81,500	\$101,875
United States	\$107,000	\$115,000	\$121,533	\$122,000	\$130,000



Annualized Salary (in U.S. Dollars) by Average Project Budget					
COUNTRY	<100K	\$100K-499K	\$500K-999K	\$1 mil-\$10 mil	>\$10 mil
Australia	\$76,791	\$91,684	\$95,210	\$107,769	\$120,599
Belgium	\$74,385	\$91,551	\$90,080	\$94,883	\$108,716
Brazil	\$30,384	\$35,668	\$43,394	\$38,643	\$51,524
Canada	\$60,885	\$68,220	\$73,355	\$79,957	\$88,026
Chile	\$44,609	\$57,560	\$53,531	\$54,682	\$68,868
China	\$21,807	\$28,556	\$29,075	\$34,454	\$34,018
Colombia	\$22,176	\$24,786	\$36,498	\$32,956	\$56,338
Costa Rica	\$36,400	\$38,007	\$38,095	\$35,490	-
Ecuador	\$26,400	\$36,000	\$36,000	\$42,000	\$37,600
Egypt	\$9,363	\$14,714	\$13,933	\$13,933	\$16,720
France	\$65,425	\$67,519	\$68,091	\$71,423	\$78,367
Germany	\$77,818	\$91,551	\$89,262	\$102,995	\$114,438
Hong Kong	\$58,094	\$74,309	\$82,991	\$93,844	\$121,295
India	\$25,458	\$28,750	\$27,313	\$31,625	\$25,947
Indonesia	-	\$27,324	\$25,875	\$29,823	\$34,190
Ireland	\$71,523	\$82,396	\$89,262	\$92,695	\$100,134
Italy	\$51,497	\$54,930	\$57,219	\$59,508	\$63,593
Japan	\$59,079	\$63,623	\$64,532	\$70,894	\$78,165
Malaysia	\$29,481	\$31,414	\$36,247	\$41,925	\$42,510
Mexico	\$29,911	\$33,574	\$36,626	\$40,695	\$48,326
Netherlands	\$70,952	\$85,337	\$91,551	\$97,273	\$121,305
New Zealand	\$66,097	\$74,485	\$80,525	\$91,597	\$94,616
Nigeria	\$13,954	\$19,426	\$21,970	\$24,624	\$32,832
Pakistan	\$12,661	\$15,379	\$21,459	\$15,594	\$15,737
Peru	\$28,081	\$31,415	\$33,184	\$39,495	\$44,600
Philippines	\$22,193	\$28,523	\$35,938	\$40,787	\$31,945
Poland	\$35,125	\$45,922	\$48,695	\$47,897	\$60,137
Portugal	\$42,795	\$43,487	\$50,181	\$45,775	\$62,941
Qatar	-	\$55,534	\$78,401	\$88,201	\$98,001
Russian Federation	\$25,884	\$31,586	\$36,238	\$37,963	\$42,709
Saudi Arabia	\$56,750	\$53,286	\$63,944	\$64,210	\$75,133
Singapore	\$65,119	\$70,399	\$71,015	\$75,955	\$79,199
South Africa	\$51,352	\$58,525	\$61,493	\$64,536	\$83,273
South Korea	\$60,267	\$60,996	\$60,099	\$62,790	\$71,760
Spain	\$45,775	\$51,497	\$54,930	\$57,219	\$65,230
Sweden	\$67,162	\$67,834	\$72,759	\$75,110	\$80,595
Switzerland	\$112,019	\$124,466	\$132,086	\$134,321	\$147,327
Taiwan	\$28,428	\$27,311	\$32,676	\$44,439	-
Turkey	\$22,857	\$28,335	\$28,698	\$32,113	\$34,002
United Arab Emirates	\$65,332	\$66,965	\$88,933	\$93,751	\$86,564
United Kingdom	\$62,144	\$76,406	\$81,786	\$92,273	\$101,937
United States	\$95,000	\$106,000	\$115,000	\$124,680	\$135,100

# DETAILED FINDINGS—All Respondents

## Australia

### Total Compensation (in Australian Dollars)

COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	818	116,000	143,750	178,250	149,671
Total Compensation	818	120,000	150,000	187,625	157,865

### 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	7	1%
Remained the same	271	33%	Remain the same	246	30%
Increased less than 1%	32	4%	Increase less than 1%	41	5%
Increased 1% to 2.9%	227	28%	Increase 1% to 2.9%	234	29%
Increased 3% to 3.9%	64	8%	Increase 3% to 3.9%	83	10%
Increased 4% to 4.9%	30	4%	Increase 4% to 4.9%	53	6%
Increased 5% to 6.9%	41	5%	Increase 5% to 6.9%	49	6%
Increased 7% to 9.9%	28	3%	Increase 7% to 9.9%	33	4%
Increased 10% to 14.9%	41	5%	Increase 10% to 14.9%	36	4%
Increased 15% to 19.9%	15	2%	Increase 15% to 19.9%	8	1%
Increased 20% to 24.9%	11	1%	Increase 20% to 24.9%	10	1%
Increased 25% to 29.9%	7	1%	Increase 25% to 29.9%	7	1%
Increased 30% or greater	25	3%	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)	40	5%	141,250	180,000	223,750	195,495
Portfolio Manager	56	7%	150,000	171,856	200,000	175,854
Program Manager	174	21%	137,250	160,000	192,750	167,325
Project Manager III	218	27%	120,875	150,000	180,000	154,207
Project Manager II	132	16%	100,000	128,000	147,875	127,140
Project Manager I	94	11%	84,875	109,484	135,250	113,166
Project Management Specialist	53	6%	99,000	127,062	160,000	130,699
Project Management Consultant	51	6%	110,000	135,000	191,000	150,678

### Annualized Salary by Years of Work Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	3	*	--	--	--	--
3 < 5 years	8	1%	--	--	--	--
5 < 10 years	51	6%	91,500	109,656	135,000	113,496
10 < 15 years	161	20%	100,000	121,000	147,900	123,398
15 < 20 years	135	17%	120,000	140,000	170,000	147,278
20 years or more	460	56%	130,000	160,000	198,000	165,250

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	215	27%	110,000	144,000	176,182	146,400
1 to 5 years	383	49%	115,000	140,500	177,468	148,291
6 years or more	188	24%	121,000	150,000	180,000	156,933
<b>EXTREME PROJECT MANAGEMENT</b>						
None	486	64%	115,000	140,000	175,000	147,558
1 to 5 years	138	18%	114,375	141,000	173,000	148,403
6 years or more	134	18%	125,000	155,650	200,000	162,870
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	193	25%	120,000	140,000	173,500	149,551
1 to 5 years	244	32%	100,000	131,500	167,250	137,474
6 years or more	330	43%	125,000	150,000	187,670	159,080
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	507	67%	115,000	142,000	176,182	148,707
1 to 5 years	144	19%	120,000	144,919	180,000	149,606
6 years or more	102	14%	118,750	150,000	194,000	159,426
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	234	30%	103,000	125,000	153,250	132,313
1 to 5 years	300	39%	114,250	141,091	175,000	147,063
6 years or more	240	31%	135,000	160,000	200,000	170,279
<b>PROGRAM MANAGEMENT</b>						
None	155	20%	95,000	120,000	148,151	124,516
1 to 5 years	327	42%	115,000	138,000	170,000	144,388
6 years or more	300	38%	138,250	165,000	200,000	169,774
<b>EARNED VALUE MANAGEMENT</b>						
None	240	31%	100,500	130,000	160,000	135,504
1 to 5 years	272	35%	115,000	144,055	170,000	146,419
6 years or more	259	34%	130,000	160,000	200,000	166,591
<b>LEAN PROJECT MANAGEMENT</b>						
None	328	43%	114,550	140,000	171,750	145,811
1 to 5 years	273	36%	112,000	142,000	175,000	147,396
6 years or more	162	21%	124,772	150,287	200,000	163,236
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	368	49%	115,000	143,250	180,000	150,445
1 to 5 years	208	28%	103,000	137,000	165,000	140,975
6 years or more	179	24%	127,000	151,388	190,000	162,459
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	154	20%	102,750	137,800	170,250	143,059
1 to 5 years	178	23%	100,000	120,250	155,136	128,724
6 years or more	446	57%	126,750	150,000	186,653	160,637
<b>RISK MANAGEMENT</b>						
None	52	7%	92,500	121,000	156,000	130,985
1 to 5 years	228	29%	100,000	127,500	160,000	132,168
6 years or more	506	64%	126,000	150,000	190,000	160,629
<b>CHANGE MANAGEMENT</b>						
None	77	10%	95,000	120,000	154,000	126,952
1 to 5 years	281	36%	107,000	131,500	158,000	136,533
6 years or more	425	54%	126,500	160,000	195,000	162,969
<b>RESOURCE MANAGEMENT</b>						
None	60	8%	86,000	120,000	153,000	124,853
1 to 5 years	226	29%	100,000	120,000	150,000	128,990
6 years or more	499	64%	130,000	154,000	190,000	162,879

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	30	4%	74,250	97,500	131,118	105,217
3 < 5 years	58	7%	81,500	101,000	125,000	109,387
5 < 10 years	216	26%	106,000	130,000	150,000	131,935
10 < 15 years	229	28%	120,000	143,500	165,000	149,405
15 < 20 years	135	17%	140,000	167,000	200,000	170,667
20 years or more	150	18%	148,750	180,000	203,500	181,189

### Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	27	3%	112,500	151,388	195,000	160,400
Some college or Associate's degree	87	11%	116,000	150,000	195,000	158,313
4-year college degree	320	39%	113,500	140,000	170,750	145,623
Master's degree	352	43%	116,925	142,416	178,000	150,216
Doctoral degree	32	4%	125,500	149,000	182,250	151,620

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	179	22%	114,340	144,000	171,711	148,138
No degree in PM	634	78%	117,000	143,750	180,000	150,042

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	601	73%	120,000	145,000	180,000	152,391
PMP for less than 1 year	--	*	--	--	--	--
PMP for 1 < 5 years	242	41%	106,750	131,287	168,500	143,029
PMP for 5 < 10 years	201	34%	120,000	140,000	171,500	148,471
PMP for 10 < 20 years	145	25%	145,000	168,000	200,000	172,863
PMP for 20+ years	3	1%	--	--	--	--
Do not have a PMP certification	217	27%	103,000	140,000	170,000	142,140

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	460	57%	115,000	143,500	180,000	149,995
5 to 9 days	211	26%	125,000	150,000	179,000	154,828
10 days or more	135	17%	102,000	134,500	171,711	141,895

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	621	79%	120,000	145,000	180,000	151,619
Female	166	21%	104,756	136,000	169,250	141,992

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	39	5%	108,967	160,000	200,000	161,296
Consulting	76	9%	120,000	150,000	184,500	152,983
Customer Service/Public Relations	2	*	--	--	--	--
Engineering	82	10%	118,750	145,000	176,500	152,478
Finance	11	1%	132,000	155,300	185,000	155,209
Human Resources	3	*	--	--	--	--
Information Technology/Information Systems	217	27%	117,882	141,185	175,000	148,835
Operations/Manufacturing	48	6%	100,000	141,000	169,500	138,726
Project Management Department or PMO	281	34%	120,000	141,000	176,591	149,534
Quality Management	7	1%	--	--	--	--
Research and Development	7	1%	--	--	--	--
Sales/Marketing	9	1%	--	--	--	--
Supply Chain Management/Logistics	9	1%	--	--	--	--
Training/Education	3	*	--	--	--	--
Other	24	3%	134,000	160,000	197,500	174,442

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	5	1%	--	--	--	--
Business services	3	*	--	--	--	--
Construction	67	8%	97,000	125,000	180,000	137,739
Consulting	52	6%	125,000	165,000	192,250	161,223
Engineering	59	7%	120,000	150,000	195,000	160,667
Financial services	63	8%	130,000	153,000	175,000	155,540
Food and beverage	10	1%	97,750	139,250	146,000	128,450
Government	65	8%	108,500	140,996	184,500	147,147
Healthcare	21	3%	113,500	131,000	170,400	143,443
Information technology	203	25%	110,000	140,000	167,000	141,640
Insurance	11	1%	115,000	150,000	188,000	153,909
Legal	4	*	--	--	--	--
Manufacturing	20	2%	86,750	132,000	163,500	134,073
Pharmaceuticals	9	1%	--	--	--	--
Real estate	10	1%	98,875	129,450	185,000	137,937
Resources (Agriculture, Mining, etc.)	57	7%	135,939	160,000	200,000	173,571
Telecommunications	70	9%	120,000	143,500	174,332	150,772
Training/education	13	2%	90,000	123,000	151,500	127,067
Utility	33	4%	129,543	160,000	200,210	164,037
Other	43	5%	125,000	147,800	178,000	160,154

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	261	32%	120,170	150,000	195,000	159,515
Construction	180	22%	115,000	149,076	189,540	154,931
Engineering	191	23%	120,000	148,151	190,000	155,849
Information Technology	478	59%	120,000	142,000	176,250	149,424
Manufacturing	47	6%	98,000	130,000	165,000	136,441
Operations	177	22%	117,109	149,000	189,080	153,572
Quality Management	64	8%	100,000	137,500	186,120	144,847
Regulatory Compliance	94	12%	125,750	150,000	189,250	156,513
Research & Development	42	5%	114,000	140,000	172,296	149,737
Supply Chain Management/Logistics	49	6%	105,000	134,000	176,250	148,834
Other	31	4%	130,000	154,000	180,000	152,767

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	120	15%	98,000	130,700	178,296	140,839
100 to 299	81	10%	103,500	135,000	170,000	139,676
300 to 999	108	13%	115,000	135,000	170,000	148,220
1,000 to 2,499	86	11%	119,691	150,000	190,750	154,192
2,500 to 4,999	65	8%	114,500	150,000	180,000	152,176
5,000 to 9,999	83	10%	105,000	145,000	172,000	144,419
10,000 or more	275	34%	125,000	150,000	180,000	156,619

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	104	16%	98,500	125,000	150,000	128,325
5-9 people	234	36%	120,000	146,500	177,601	151,300
10-14 people	141	22%	121,731	150,000	180,000	153,854
15-19 people	41	6%	125,000	150,000	189,000	158,066
20 or more people	135	21%	136,000	176,182	213,433	180,889

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	55	7%	82,000	108,884	137,000	115,490
\$100,000 to \$499,999	145	19%	101,000	130,000	152,500	133,520
\$500,000 to \$999,999	119	16%	113,475	135,000	156,000	135,477
\$1 million to \$10 million	303	40%	127,000	152,808	192,000	160,519
More than \$10 million	133	18%	140,000	171,000	210,000	179,561

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	154	19%
Yes - Informal	399	49%
No	220	27%
Don't Know	41	5%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	93	17%
Yes - Informal	313	57%
No	80	15%
Don't Know	60	11%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	304	38%
Yes - Informal	262	33%
No	194	24%
Don't Know	45	6%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	18	2%	76	9%	719	89%
Director of Project Management Office (PMO)	2	5%	6	15%	32	82%
Portfolio Manager	1	2%	6	11%	50	89%
Program Manager	6	4%	19	11%	147	86%
Project Manager III	2	1%	25	12%	189	88%
Project Manager II	4	3%	11	8%	117	89%
Project Manager I	1	1%	5	5%	88	94%
Project Management Specialist	1	2%	2	4%	50	94%
Project Management Consultant	1	2%	2	4%	46	94%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	10%	417	51%	81	10%
Director of Project Management Office (PMO)	10	27%	25	68%	3	8%
Portfolio Manager	6	11%	40	71%	5	9%
Program Manager	14	8%	109	63%	24	14%
Project Manager III	20	9%	102	47%	15	7%
Project Manager II	6	5%	56	42%	15	11%
Project Manager I	12	13%	44	47%	8	9%
Project Management Specialist	8	15%	20	38%	8	15%
Project Management Consultant	6	12%	21	42%	3	6%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	789	17.8	668	28.1
Director of Project Management Office (PMO)	39	17.9	34	28.2
Portfolio Manager	53	18.5	47	28.1
Program Manager	168	18.5	154	30.1
Project Manager III	214	16.4	182	25.2
Project Manager II	124	18.0	100	30.3
Project Manager I	91	19.4	64	28.4
Project Management Specialist	50	18.6	45	30.4
Project Management Consultant	50	17.1	42	26.2

### Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	105	13%	411	51%	62	8%
Director of Project Management Office (PMO)	4	11%	15	41%	6	16%
Portfolio Manager	8	14%	33	59%	2	4%
Program Manager	26	15%	94	55%	12	7%
Project Manager III	16	7%	110	51%	21	10%
Project Manager II	26	20%	60	46%	12	9%
Project Manager I	7	8%	47	51%	4	4%
Project Management Specialist	11	21%	29	56%	2	4%
Project Management Consultant	7	14%	23	47%	3	6%

### Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	808	38.9	797	45.3
Director of Project Management Office (PMO)	39	38.8	37	49.1
Portfolio Manager	54	38.3	54	47.3
Program Manager	173	39.0	169	46.1
Project Manager III	217	38.8	218	45.0
Project Manager II	129	38.8	129	43.7
Project Manager I	94	39.6	92	45.1
Project Management Specialist	52	38.7	50	43.6
Project Management Consultant	50	39.1	48	44.0

### Annualized Salary by Position Description - Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	8	6%	--	--	--	--
Portfolio Manager	8	6%	--	--	--	--
Program Manager	30	23%	123,750	158,500	197,500	165,617
Project Manager III	42	32%	127,500	180,000	215,075	173,437
Project Manager II	12	9%	113,500	135,750	145,000	133,988
Project Manager I	9	7%	--	--	--	--
Project Management Specialist	9	7%	--	--	--	--
Project Management Consultant	12	9%	135,000	207,500	264,500	209,921

### Annualized Salary by Position Description - Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	32	5%	140,000	178,000	270,750	199,338
Portfolio Manager	48	7%	150,000	174,734	200,000	177,892
Program Manager	144	21%	138,250	160,000	191,500	167,681
Project Manager III	176	26%	120,625	145,367	173,625	149,619
Project Manager II	120	17%	100,000	125,250	148,113	126,455
Project Manager I	85	12%	84,750	108,967	133,000	112,524
Project Management Specialist	44	6%	98,000	127,031	150,000	127,313
Project Management Consultant	39	6%	100,000	130,000	165,000	132,450



# Belgium

## Total Compensation (in European Union Euros)

COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	243	57,590	80,700	108,000	87,511
Total Compensation	243	63,800	90,000	120,000	96,472

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

PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	3	1%	Decrease	2	1%
Remained the same	47	19%	Remain the same	58	24%
Increased less than 1%	17	7%	Increase less than 1%	27	11%
Increased 1% to 2.9%	94	39%	Increase 1% to 2.9%	85	35%
Increased 3% to 3.9%	21	9%	Increase 3% to 3.9%	22	9%
Increased 4% to 4.9%	7	3%	Increase 4% to 4.9%	13	5%
Increased 5% to 6.9%	19	8%	Increase 5% to 6.9%	22	9%
Increased 7% to 9.9%	14	6%	Increase 7% to 9.9%	4	2%
Increased 10% to 14.9%	7	3%	Increase 10% to 14.9%	6	2%
Increased 15% to 19.9%	7	3%	Increase 15% to 19.9%	2	1%
Increased 20% to 24.9%	5	2%	Increase 20% to 24.9%	2	1%
Increased 25% to 29.9%	--	*	Increase 25% to 29.9%	--	*
Increased 30% or greater	2	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)	19	8%	90,000	100,916	110,000	97,887
Portfolio Manager	23	9%	70,000	84,000	110,000	94,947
Program Manager	41	17%	83,412	98,864	137,100	108,786
Project Manager III	59	24%	64,044	80,000	108,854	89,306
Project Manager II	49	20%	54,000	67,566	87,500	76,472
Project Manager I	22	9%	48,433	56,568	81,000	67,871
Project Management Specialist	3	1%	--	--	--	--
Project Management Consultant	27	11%	50,000	65,000	100,000	76,393

## 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	4%	38,750	50,550	67,500	58,236
5 < 10 years	31	13%	46,731	55,000	72,000	65,988
10 < 15 years	27	11%	50,400	55,888	82,000	73,184
15 < 20 years	46	19%	67,175	78,298	106,250	89,317
20 years or more	126	52%	75,750	91,738	114,250	98,699

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	71	31%	53,369	78,000	100,000	80,498
1 to 5 years	110	48%	59,750	81,350	109,400	88,814
6 years or more	49	21%	62,500	82,000	103,500	88,631
<b>EXTREME PROJECT MANAGEMENT</b>						
None	166	74%	55,666	80,000	100,000	84,698
1 to 5 years	34	15%	51,750	66,783	90,450	79,549
6 years or more	24	11%	79,762	103,958	123,750	104,062
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	68	30%	50,475	78,000	100,000	79,289
1 to 5 years	82	36%	55,031	79,258	100,350	83,290
6 years or more	79	34%	66,918	88,800	110,000	96,679
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	167	73%	59,000	82,000	105,000	87,286
1 to 5 years	41	18%	53,945	68,000	95,332	78,362
6 years or more	21	9%	51,000	85,000	128,000	89,044
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	81	35%	54,500	77,000	93,600	79,115
1 to 5 years	86	38%	54,750	73,800	110,425	86,347
6 years or more	62	27%	79,921	97,220	117,174	100,697
<b>PROGRAM MANAGEMENT</b>						
None	57	24%	49,600	65,000	81,000	71,573
1 to 5 years	108	45%	55,000	81,300	108,575	87,277
6 years or more	75	31%	76,905	89,000	111,700	99,852
<b>EARNED VALUE MANAGEMENT</b>						
None	73	31%	50,400	73,220	106,500	84,290
1 to 5 years	102	44%	58,102	80,000	100,000	85,315
6 years or more	57	25%	70,000	88,800	118,116	94,100
<b>LEAN PROJECT MANAGEMENT</b>						
None	105	46%	50,550	78,000	100,000	79,596
1 to 5 years	80	35%	63,050	85,000	120,000	96,742
6 years or more	45	20%	64,000	84,000	105,500	89,516
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	112	50%	52,473	79,900	103,541	83,574
1 to 5 years	64	28%	55,010	78,358	97,950	82,203
6 years or more	49	22%	68,459	85,000	113,116	96,194
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	53	23%	50,000	67,566	96,500	76,494
1 to 5 years	50	21%	49,900	65,000	92,600	76,820
6 years or more	131	56%	70,000	87,000	110,000	95,119
<b>RISK MANAGEMENT</b>						
None	21	9%	43,896	55,000	93,500	73,015
1 to 5 years	86	37%	53,167	72,310	100,000	79,944
6 years or more	128	54%	67,925	85,500	110,000	93,731
<b>CHANGE MANAGEMENT</b>						
None	23	10%	48,931	53,592	83,600	69,120
1 to 5 years	105	44%	55,465	78,000	100,000	82,490
6 years or more	111	46%	70,000	87,500	111,700	96,192
<b>RESOURCE MANAGEMENT</b>						
None	19	8%	40,000	49,000	85,000	64,515
1 to 5 years	88	38%	53,425	70,300	90,000	77,419
6 years or more	127	54%	70,000	89,000	110,334	96,359

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	10	4%	41,925	47,000	64,500	57,831
3 < 5 years	22	9%	43,921	54,317	81,250	65,394
5 < 10 years	86	35%	52,075	71,286	100,000	83,551
10 < 15 years	52	21%	64,283	81,802	111,925	94,507
15 < 20 years	41	17%	78,900	89,000	107,500	93,338
20 years or more	32	13%	79,937	102,383	128,750	103,803

### Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	15	6%	45,000	55,000	80,000	66,216
Some college or Associate's degree	10	4%	63,725	90,000	143,250	103,482
4-year college degree	16	7%	71,250	83,500	133,000	97,744
Master's degree	172	71%	55,000	80,326	101,279	84,084
Doctoral degree	30	12%	71,950	104,000	129,668	107,031

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	43	18%	52,000	72,000	110,000	83,007
No degree in PM	198	82%	59,975	81,802	107,250	88,571

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	176	72%	65,000	84,000	110,000	91,812
PMP for less than 1 year	3	2%	--	--	--	--
PMP for 1 < 5 years	83	48%	57,590	78,715	100,000	87,199
PMP for 5 < 10 years	43	25%	77,000	100,000	112,000	100,213
PMP for 10 < 20 years	43	25%	75,000	90,000	109,100	93,125
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP certification	67	28%	50,000	62,400	90,000	76,214

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	116	48%	59,925	82,302	116,808	92,303
5 to 9 days	80	33%	55,000	79,900	100,000	83,314
10 days or more	47	19%	55,000	81,600	100,000	82,831

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	189	80%	58,068	82,000	109,150	88,167
Female	47	20%	52,000	76,905	97,476	84,444

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	18	7%	95,706	122,500	152,500	119,957
Consulting	28	12%	50,100	63,700	85,651	74,092
Customer Service/Public Relations	1	*	--	--	--	--
Engineering	20	8%	50,550	66,283	81,500	71,666
Finance	5	2%	--	--	--	--
Human Resources	--	*	--	--	--	--
Information Technology/Information Systems	56	23%	70,500	89,500	108,575	92,338
Operations/Manufacturing	7	3%	--	--	--	--
Project Management Department or PMO	76	31%	58,075	80,326	104,400	86,423
Quality Management	7	3%	--	--	--	--
Research and Development	18	7%	61,980	86,500	97,269	86,491
Sales/Marketing	1	*	--	--	--	--
Supply Chain Management/Logistics	3	1%	--	--	--	--
Training/Education	--	*	--	--	--	--
Other	3	1%	--	--	--	--

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	13	5%	49,000	70,000	96,012	75,079
Business services	2	1%	--	--	--	--
Construction	1	*	--	--	--	--
Consulting	35	14%	55,000	78,000	110,000	87,015
Engineering	17	7%	52,185	67,566	104,000	83,340
Financial services	12	5%	61,245	94,500	110,000	93,709
Food and beverage	4	2%	--	--	--	--
Government	13	5%	83,600	102,165	165,000	116,532
Healthcare	4	2%	--	--	--	--
Information technology	56	23%	54,250	79,742	103,000	84,262
Insurance	2	1%	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	14	6%	58,760	80,000	126,250	97,305
Pharmaceuticals	32	13%	63,150	85,000	109,001	92,551
Real estate	--	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	1	*	--	--	--	--
Telecommunications	16	7%	67,439	82,326	97,250	83,760
Training/education	--	*	--	--	--	--
Utility	6	2%	--	--	--	--
Other	15	6%	50,400	76,000	85,000	72,110

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	79	33%	55,000	82,000	112,000	91,608
Construction	23	9%	50,400	79,683	120,000	88,110
Engineering	60	25%	53,425	73,500	97,800	80,917
Information Technology	121	50%	65,000	82,000	105,500	89,030
Manufacturing	24	10%	56,281	83,412	142,500	96,420
Operations	56	23%	65,000	84,000	120,000	95,132
Quality Management	19	8%	55,888	90,000	111,700	96,020
Regulatory Compliance	20	8%	78,149	104,550	150,000	114,508
Research & Development	50	21%	59,975	83,300	109,484	92,856
Supply Chain Management/ Logistics	24	10%	54,250	72,500	142,500	92,218
Other	8	3%	--	--	--	--

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	49	20%	50,000	63,000	110,000	83,167
100 to 299	15	6%	51,000	100,000	136,000	97,041
300 to 999	25	10%	49,600	70,572	108,816	84,095
1,000 to 2,499	22	9%	64,761	87,250	102,300	90,459
2,500 to 4,999	22	9%	63,148	84,300	109,325	86,289
5,000 to 9,999	15	6%	58,000	84,000	100,000	81,595
10,000 or more	95	39%	68,000	82,000	104,000	89,682

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	23	12%	50,000	72,600	100,000	78,331
5-9 people	65	34%	58,650	82,000	104,500	87,107
10-14 people	47	24%	64,044	82,824	120,000	92,289
15-19 people	22	11%	78,196	89,500	136,650	106,892
20 or more people	36	19%	60,000	81,802	108,641	87,804

### 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%	48,366	65,000	93,738	71,246
\$100,000 to \$499,999	45	21%	54,500	80,000	100,000	85,537
\$500,000 to \$999,999	39	18%	57,590	78,715	110,000	85,258
\$1 million to \$10 million	90	41%	59,750	82,912	108,500	90,423
More than \$10 million	32	15%	69,189	95,000	136,250	100,753

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	61	25%
Yes - Informal	82	34%
No	87	36%
Don't Know	13	5%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	31	22%
Yes - Informal	60	43%
No	38	27%
Don't Know	11	8%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	90	37%
Yes - Informal	79	33%
No	60	25%
Don't Know	13	5%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	19	8%	25	10%	200	83%
Director of Project Management Office (PMO)	3	16%	2	11%	14	74%
Portfolio Manager	1	4%	2	9%	20	87%
Program Manager	3	8%	7	18%	31	78%
Project Manager III	6	10%	4	7%	49	83%
Project Manager II	5	10%	6	12%	40	82%
Project Manager I	1	5%	1	5%	20	91%
Project Management Specialist	--	*	--	*	3	100%
Project Management Consultant	--	*	3	12%	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	77%	190	78%	142	58%
Director of Project Management Office (PMO)	19	100%	18	95%	15	79%
Portfolio Manager	20	87%	20	87%	14	61%
Program Manager	31	76%	33	80%	22	54%
Project Manager III	42	71%	41	69%	29	49%
Project Manager II	36	73%	42	86%	34	69%
Project Manager I	14	64%	13	59%	14	64%
Project Management Specialist	3	100%	2	67%	3	100%
Project Management Consultant	21	78%	21	78%	11	41%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	231	23.6	221	24.5
Director of Project Management Office (PMO)	17	26.4	17	26.9
Portfolio Manager	21	29.9	21	30.8
Program Manager	40	21.1	35	22.3
Project Manager III	54	21.6	56	23.3
Project Manager II	48	24.2	46	24.8
Project Manager I	22	23.8	20	22.8
Project Management Specialist	3	30.0	3	32.3
Project Management Consultant	26	22.3	23	23.6

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	99	41%	97	40%	33	14%
Director of Project Management Office (PMO)	11	58%	8	42%	4	21%
Portfolio Manager	11	48%	8	35%	3	13%
Program Manager	17	41%	17	41%	5	12%
Project Manager III	20	34%	25	43%	5	9%
Project Manager II	21	43%	16	33%	7	14%
Project Manager I	11	50%	11	50%	4	18%
Project Management Specialist	2	67%	--	*	1	33%
Project Management Consultant	6	22%	12	44%	4	15%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	241	39.2	242	44.8
Director of Project Management Office (PMO)	18	40.5	18	46.6
Portfolio Manager	23	38.7	23	44.2
Program Manager	41	39.0	41	45.5
Project Manager III	58	39.1	59	45.6
Project Manager II	49	39.0	49	42.9
Project Manager I	22	39.1	22	40.9
Project Management Specialist	3	38.7	3	48.3
Project Management Consultant	27	40.3	27	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)	3	4%	--	--	--	--
Portfolio Manager	8	12%	--	--	--	--
Program Manager	14	21%	88,500	129,600	165,000	127,514
Project Manager III	21	31%	57,500	130,000	150,000	113,762
Project Manager II	8	12%	--	--	--	--
Project Manager I	5	7%	--	--	--	--
Project Management Specialist	--	*	--	--	--	--
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)	16	9%	91,394	101,541	113,750	100,179
Portfolio Manager	15	9%	70,000	82,000	109,100	90,719
Program Manager	27	15%	81,604	95,000	110,000	99,075
Project Manager III	38	22%	64,761	79,000	85,500	75,791
Project Manager II	41	23%	53,481	66,000	81,500	69,238
Project Manager I	17	10%	47,866	52,000	60,000	56,683
Project Management Specialist	3	2%	--	--	--	--
Project Management Consultant	18	10%	39,600	54,445	66,316	56,922

# Brazil

## Total Compensation (in Brazilian Reais)

COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	820	110,100	150,000	204,000	165,289
Total Compensation	820	120,000	162,930	230,000	184,616

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

PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	44	5%	Decrease	17	2%
Remained the same	209	25%	Remain the same	148	18%
Increased less than 1%	26	3%	Increase less than 1%	21	3%
Increased 1% to 2.9%	158	19%	Increase 1% to 2.9%	121	15%
Increased 3% to 3.9%	102	12%	Increase 3% to 3.9%	96	12%
Increased 4% to 4.9%	61	7%	Increase 4% to 4.9%	83	10%
Increased 5% to 6.9%	67	8%	Increase 5% to 6.9%	85	10%
Increased 7% to 9.9%	30	4%	Increase 7% to 9.9%	55	7%
Increased 10% to 14.9%	62	8%	Increase 10% to 14.9%	102	12%
Increased 15% to 19.9%	24	3%	Increase 15% to 19.9%	32	4%
Increased 20% to 24.9%	11	1%	Increase 20% to 24.9%	18	2%
Increased 25% to 29.9%	4	*	Increase 25% to 29.9%	12	1%
Increased 30% or greater	22	3%	Increase 30% or greater	30	4%

## Annualized Salary by Position Description

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	65	8%	176,000	240,000	308,975	255,160
Portfolio Manager	84	10%	140,000	170,000	239,400	193,834
Program Manager	113	14%	140,000	180,000	240,000	190,791
Project Manager III	196	24%	120,000	160,000	208,975	168,868
Project Manager II	139	17%	100,000	129,000	179,666	139,151
Project Manager I	76	9%	77,050	112,000	148,500	118,887
Project Management Specialist	72	9%	88,804	120,000	173,088	133,946
Project Management Consultant	75	9%	100,000	132,000	159,900	133,199

## Annualized Salary by Years of Work Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	4	*	--	--	--	--
3 < 5 years	6	1%	--	--	--	--
5 < 10 years	72	9%	70,250	108,000	138,800	111,032
10 < 15 years	160	20%	100,275	135,000	176,877	143,946
15 < 20 years	177	22%	120,000	156,000	211,250	167,099
20 years or more	401	49%	120,000	170,000	234,000	183,162



## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	213	27%	114,971	157,300	222,500	171,950
1 to 5 years	446	56%	108,000	143,000	192,000	157,686
6 years or more	135	17%	120,000	174,000	217,100	177,718
<b>EXTREME PROJECT MANAGEMENT</b>						
None	432	55%	110,100	150,000	200,000	163,642
1 to 5 years	192	25%	105,750	143,000	198,492	157,948
6 years or more	158	20%	120,000	166,721	224,750	179,300
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	152	19%	105,943	148,500	207,000	165,257
1 to 5 years	245	31%	99,927	127,000	173,000	139,044
6 years or more	400	50%	120,000	166,500	228,250	180,781
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	422	54%	110,000	150,000	205,000	164,785
1 to 5 years	197	25%	106,500	143,000	190,000	151,574
6 years or more	161	21%	120,000	172,000	222,500	181,434
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	223	28%	101,400	143,000	182,000	151,810
1 to 5 years	329	41%	108,000	147,327	197,000	158,443
6 years or more	245	31%	121,000	172,000	240,000	189,280
<b>PROGRAM MANAGEMENT</b>						
None	192	24%	100,850	133,500	180,000	145,208
1 to 5 years	324	41%	104,700	143,500	191,500	152,622
6 years or more	281	35%	125,500	180,000	247,682	194,563
<b>EARNED VALUE MANAGEMENT</b>						
None	189	24%	100,900	140,000	190,600	153,292
1 to 5 years	315	40%	102,000	137,777	190,000	147,648
6 years or more	293	37%	134,240	180,000	240,000	194,292
<b>LEAN PROJECT MANAGEMENT</b>						
None	306	39%	102,900	144,500	200,000	160,068
1 to 5 years	308	39%	112,000	147,164	194,250	159,605
6 years or more	173	22%	121,227	174,000	239,000	184,443
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	270	34%	100,600	144,000	200,000	157,844
1 to 5 years	254	32%	109,500	143,000	192,668	154,304
6 years or more	261	33%	122,727	170,000	226,500	184,364
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	190	24%	106,800	150,000	205,000	161,506
1 to 5 years	196	25%	98,366	133,000	174,500	146,085
6 years or more	407	51%	120,000	160,000	215,000	175,155
<b>RISK MANAGEMENT</b>						
None	72	9%	81,450	125,250	162,850	132,067
1 to 5 years	298	37%	100,000	130,000	174,929	141,205
6 years or more	433	54%	126,725	172,900	239,000	187,718
<b>CHANGE MANAGEMENT</b>						
None	87	11%	74,400	120,500	160,000	130,621
1 to 5 years	299	37%	100,000	132,000	180,000	146,890
6 years or more	412	52%	126,000	172,400	234,000	187,399
<b>RESOURCE MANAGEMENT</b>						
None	52	7%	91,695	121,444	192,200	139,500
1 to 5 years	278	35%	99,963	131,316	178,875	140,366
6 years or more	462	58%	120,000	168,221	230,000	183,902

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	29	4%	72,500	100,000	154,973	121,944
3 < 5 years	48	6%	65,000	106,570	144,000	113,967
5 < 10 years	259	32%	100,800	130,632	170,000	140,612
10 < 15 years	269	33%	120,000	160,000	215,500	173,017
15 < 20 years	136	17%	143,000	184,100	250,000	198,012
20 years or more	79	10%	130,000	200,000	266,600	210,634

### Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	19	2%	94,000	120,000	180,000	134,857
Some college or Associate's degree	17	2%	91,225	144,000	208,750	148,874
4-year college degree	172	21%	100,250	134,240	181,500	145,519
Master's degree	492	60%	120,000	156,000	210,000	169,667
Doctoral degree	120	15%	120,000	158,600	232,500	182,817

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	416	51%	102,125	143,000	200,000	159,372
No degree in PM	404	49%	120,000	159,950	215,750	171,381

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	721	88%	117,971	154,945	209,650	169,376
PMP for less than 1 year	8	1%	--	--	--	--
PMP for 1 < 5 years	288	40%	102,300	134,368	180,000	147,658
PMP for 5 < 10 years	235	33%	120,000	165,000	229,000	175,786
PMP for 10 < 20 years	176	25%	130,000	180,000	247,500	197,460
PMP for 20+ years	5	1%	--	--	--	--
Do not have a PMP certification	99	12%	84,000	120,000	172,800	135,521

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	313	39%	107,000	144,000	200,000	156,976
5 to 9 days	196	24%	108,000	150,000	213,375	164,534
10 days or more	300	37%	120,000	156,000	215,250	174,567

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	644	80%	114,396	154,624	213,180	168,359
Female	159	20%	100,000	140,000	184,418	151,834

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	83	10%	120,000	170,000	249,376	193,250
Consulting	79	10%	120,000	150,000	222,000	170,117
Customer Service/Public Relations	8	1%	--	--	--	--
Engineering	103	13%	120,000	168,441	223,000	174,157
Finance	14	2%	88,166	117,368	164,750	128,074
Human Resources	5	1%	--	--	--	--
Information Technology/Information Systems	195	24%	102,000	140,000	192,000	157,417
Operations/Manufacturing	36	4%	117,750	148,250	227,100	173,771
Project Management Department or PMO	219	27%	100,000	144,000	195,000	152,936
Quality Management	10	1%	94,549	140,000	250,000	161,390
Research and Development	22	3%	119,825	178,500	243,200	189,202
Sales/Marketing	17	2%	109,083	145,000	225,800	164,961
Supply Chain Management/Logistics	7	1%	--	--	--	--
Training/Education	2	*	--	--	--	--
Other	20	2%	123,000	147,800	195,000	162,391

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	13	2%	98,750	155,000	190,000	154,290
Business services	6	1%	--	--	--	--
Construction	42	5%	127,500	168,000	217,250	181,145
Consulting	67	8%	112,000	147,000	210,000	165,610
Engineering	94	11%	120,000	163,150	224,250	176,035
Financial services	36	4%	100,000	130,368	177,500	162,419
Food and beverage	17	2%	126,000	175,000	248,500	179,560
Government	36	4%	83,639	123,000	201,000	148,082
Healthcare	21	3%	97,750	143,000	179,250	147,729
Information technology	211	26%	104,100	143,000	192,000	156,454
Insurance	7	1%	--	--	--	--
Legal	1	*	--	--	--	--
Manufacturing	55	7%	112,000	149,000	195,000	151,942
Pharmaceuticals	14	2%	155,000	215,500	272,704	223,658
Real estate	5	1%	--	--	--	--
Resources (Agriculture, Mining, etc.)	51	6%	118,200	204,000	264,792	208,409
Telecommunications	58	7%	122,250	151,000	181,550	160,694
Training/education	7	1%	--	--	--	--
Utility	6	1%	--	--	--	--
Other	73	9%	99,927	144,000	210,300	155,966

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	226	28%	110,000	146,464	200,000	161,663
Construction	160	20%	120,000	168,000	240,000	178,905
Engineering	259	32%	120,000	163,000	229,000	173,648
Information Technology	464	57%	101,550	144,000	195,000	155,637
Manufacturing	108	13%	120,250	162,900	240,000	181,601
Operations	185	23%	110,250	150,000	225,000	170,631
Quality Management	93	11%	113,098	160,000	225,000	166,395
Regulatory Compliance	99	12%	108,000	150,000	218,869	169,533
Research & Development	92	11%	118,457	153,000	213,375	170,214
Supply Chain Management/Logistics	99	12%	120,000	176,000	240,000	186,390
Other	48	6%	130,000	151,700	210,961	166,420

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	97	12%	120,000	150,000	196,000	160,801
100 to 299	76	9%	105,075	150,600	200,000	159,703
300 to 999	102	12%	114,146	143,500	213,500	161,223
1,000 to 2,499	67	8%	101,140	143,000	180,000	152,347
2,500 to 4,999	83	10%	100,000	143,000	189,000	156,044
5,000 to 9,999	73	9%	115,341	150,000	217,120	164,507
10,000 or more	322	39%	110,375	160,000	220,000	174,500

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	93	15%	90,500	120,000	157,624	134,053
5-9 people	218	35%	113,646	150,000	200,375	161,957
10-14 people	128	20%	118,007	156,000	209,825	167,198
15-19 people	39	6%	110,000	160,000	203,000	165,763
20 or more people	149	24%	136,971	192,000	255,000	208,014

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	93	12%	87,500	117,942	147,000	127,055
\$100,000 to \$499,999	210	27%	100,600	138,452	190,500	152,496
\$500,000 to \$999,999	123	16%	120,000	168,441	220,000	175,401
\$1 million to \$10 million	235	31%	120,000	150,000	219,945	167,784
More than \$10 million	108	14%	135,800	200,000	257,000	215,278

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	199	24%
Yes - Informal	298	36%
No	295	36%
Don't Know	27	3%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	163	33%
Yes - Informal	253	51%
No	53	11%
Don't Know	26	5%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	264	33%
Yes - Informal	285	35%
No	235	29%
Don't Know	28	3%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	52	6%	30	4%	730	91%
Director of Project Management Office (PMO)	11	17%	5	8%	50	77%
Portfolio Manager	4	5%	3	4%	74	91%
Program Manager	10	9%	1	1%	102	91%
Project Manager III	13	7%	8	4%	174	90%
Project Manager II	4	3%	3	2%	129	95%
Project Manager I	3	4%	3	4%	69	93%
Project Management Specialist	5	7%	5	7%	63	88%
Project Management Consultant	2	3%	2	3%	69	95%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	21%	426	52%	491	60%
Director of Project Management Office (PMO)	19	29%	49	75%	41	63%
Portfolio Manager	20	24%	49	58%	49	58%
Program Manager	24	21%	66	58%	72	64%
Project Manager III	37	19%	115	59%	118	60%
Project Manager II	23	17%	69	50%	90	65%
Project Manager I	17	23%	26	35%	41	55%
Project Management Specialist	15	21%	25	35%	43	60%
Project Management Consultant	15	20%	27	36%	37	50%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	793	25.4	680	24.4
Director of Project Management Office (PMO)	64	25.8	57	25.8
Portfolio Manager	80	24.4	63	20.6
Program Manager	110	26.8	94	25.5
Project Manager III	190	24.5	163	24.0
Project Manager II	139	25.7	120	24.9
Project Manager I	72	24.8	63	25.3
Project Management Specialist	68	26.8	59	24.7
Project Management Consultant	70	24.7	61	23.5

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	183	23%	323	40%	63	8%
Director of Project Management Office (PMO)	14	22%	20	31%	3	5%
Portfolio Manager	19	23%	31	38%	7	9%
Program Manager	18	16%	37	33%	10	9%
Project Manager III	39	20%	80	41%	13	7%
Project Manager II	39	28%	58	42%	16	12%
Project Manager I	18	24%	34	46%	5	7%
Project Management Specialist	16	23%	36	51%	5	7%
Project Management Consultant	20	27%	27	36%	4	5%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	815	41.1	809	46.1
Director of Project Management Office (PMO)	65	41.1	65	49.7
Portfolio Manager	83	40.7	83	46.8
Program Manager	113	41.1	113	46.6
Project Manager III	195	41.4	193	46.5
Project Manager II	138	40.9	138	45.4
Project Manager I	75	41.3	73	44.7
Project Management Specialist	72	41.0	72	45.0
Project Management Consultant	74	40.8	72	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)	19	10%	160,000	240,000	250,000	230,816
Portfolio Manager	17	9%	156,000	200,000	244,800	199,506
Program Manager	29	16%	136,500	177,000	225,000	183,330
Project Manager III	46	25%	118,500	157,000	229,250	165,212
Project Manager II	27	15%	110,000	143,000	197,000	153,627
Project Manager I	13	7%	55,800	94,500	132,000	100,064
Project Management Specialist	8	4%	--	--	--	--
Project Management Consultant	22	12%	107,750	129,225	205,000	145,233

## Annualized Salary by Position Description - Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	46	7%	178,000	246,688	327,000	265,216
Portfolio Manager	67	10%	140,000	162,500	240,000	192,395
Program Manager	84	13%	140,500	180,000	240,000	193,367
Project Manager III	150	23%	120,000	161,000	208,325	169,989
Project Manager II	112	18%	97,000	124,750	168,000	135,662
Project Manager I	63	10%	91,367	120,000	150,000	122,772
Project Management Specialist	64	10%	90,250	120,000	178,238	135,580
Project Management Consultant	53	8%	98,000	132,000	152,500	128,204

# Canada

Total Compensation (in Canadian Dollars)					
COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	2,869	83,550	100,000	125,000	108,591
Total Compensation	2,869	87,500	108,000	137,000	117,464

Reported/Expected Change in Total Compensation over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	82	3%	Decrease	43	1%
Remained the same	752	26%	Remain the same	639	22%
Increased less than 1%	112	4%	Increase less than 1%	125	4%
Increased 1% to 2.9%	900	31%	Increase 1% to 2.9%	948	33%
Increased 3% to 3.9%	299	10%	Increase 3% to 3.9%	392	14%
Increased 4% to 4.9%	137	5%	Increase 4% to 4.9%	172	6%
Increased 5% to 6.9%	173	6%	Increase 5% to 6.9%	199	7%
Increased 7% to 9.9%	98	3%	Increase 7% to 9.9%	96	3%
Increased 10% to 14.9%	151	5%	Increase 10% to 14.9%	148	5%
Increased 15% to 19.9%	54	2%	Increase 15% to 19.9%	36	1%
Increased 20% to 24.9%	41	1%	Increase 20% to 24.9%	32	1%
Increased 25% to 29.9%	12	*	Increase 25% to 29.9%	12	*
Increased 30% or greater	58	2%	Increase 30% or greater	27	1%

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	175	6%	107,000	126,000	152,000	133,758
Portfolio Manager	208	7%	105,000	120,000	140,000	125,930
Program Manager	564	20%	92,000	110,000	135,000	118,992
Project Manager III	685	24%	89,000	101,000	123,000	110,036
Project Manager II	503	18%	80,000	94,000	110,000	98,675
Project Manager I	339	12%	67,000	80,000	95,000	84,557
Project Management Specialist	201	7%	70,000	87,000	106,702	90,833
Project Management Consultant	194	7%	89,000	108,500	150,000	118,059

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	13	*	51,500	61,600	71,500	60,988
3 < 5 years	44	2%	58,875	67,500	77,722	67,670
5 < 10 years	309	11%	69,004	80,000	93,500	81,737
10 < 15 years	511	18%	76,378	92,000	110,000	96,154
15 < 20 years	519	18%	85,000	100,000	120,000	106,060
20 years or more	1,473	51%	95,000	114,000	140,000	121,073

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	918	35%	80,564	98,250	121,000	104,661
1 to 5 years	1,197	45%	80,000	98,000	120,000	105,041
6 years or more	545	20%	96,000	115,000	142,500	122,699
<b>EXTREME PROJECT MANAGEMENT</b>						
None	1,813	70%	81,161	100,000	120,000	106,169
1 to 5 years	429	17%	82,000	100,000	120,000	105,310
6 years or more	358	14%	93,500	115,000	145,000	122,865
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	660	25%	82,000	100,000	125,000	107,945
1 to 5 years	926	35%	76,000	91,000	110,680	97,019
6 years or more	1,061	40%	92,000	110,000	137,500	118,901
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	1,743	67%	82,400	100,000	122,254	107,173
1 to 5 years	512	20%	80,000	98,000	120,000	103,703
6 years or more	333	13%	90,000	110,000	144,500	121,147
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	921	35%	75,000	91,273	110,000	96,524
1 to 5 years	978	37%	83,000	100,000	120,000	106,294
6 years or more	766	29%	97,000	118,000	148,000	126,359
<b>PROGRAM MANAGEMENT</b>						
None	666	25%	74,000	88,320	105,000	92,808
1 to 5 years	1,040	39%	80,671	100,000	120,000	103,993
6 years or more	985	37%	95,775	117,000	144,622	124,838
<b>EARNED VALUE MANAGEMENT</b>						
None	957	36%	76,757	93,000	115,000	98,149
1 to 5 years	945	36%	83,000	99,000	120,000	105,675
6 years or more	749	28%	96,750	118,000	147,000	125,674
<b>LEAN PROJECT MANAGEMENT</b>						
None	1,245	47%	80,543	99,500	120,000	104,855
1 to 5 years	919	35%	82,000	100,000	120,000	106,757
6 years or more	467	18%	91,000	113,000	145,000	122,151
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	1,343	51%	82,000	100,000	120,000	106,089
1 to 5 years	681	26%	79,000	95,000	118,000	102,350
6 years or more	588	23%	93,000	110,000	140,000	119,788
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	789	29%	80,000	99,639	123,500	104,962
1 to 5 years	687	26%	75,000	89,000	105,000	94,582
6 years or more	1,206	45%	95,000	110,000	135,000	118,749
<b>RISK MANAGEMENT</b>						
None	311	11%	72,000	85,000	105,000	91,142
1 to 5 years	1,043	38%	76,250	92,000	110,000	97,726
6 years or more	1,370	50%	95,000	114,553	140,000	120,997
<b>CHANGE MANAGEMENT</b>						
None	283	10%	72,000	89,000	110,000	93,549
1 to 5 years	1,057	39%	75,800	92,000	110,000	96,916
6 years or more	1,379	51%	93,500	112,000	140,000	121,154
<b>RESOURCE MANAGEMENT</b>						
None	302	11%	72,000	89,250	110,000	94,803
1 to 5 years	962	36%	76,000	90,000	110,000	95,498
6 years or more	1,420	53%	95,000	113,000	140,000	120,569



### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	151	5%	55,000	75,000	90,000	77,342
3 < 5 years	261	9%	69,755	80,000	94,000	82,318
5 < 10 years	848	30%	80,000	92,000	110,000	98,770
10 < 15 years	691	24%	90,000	105,000	125,000	111,830
15 < 20 years	481	17%	98,000	115,000	140,000	124,622
20 years or more	437	15%	100,000	122,691	150,000	131,369

### Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	37	1%	91,500	110,000	130,000	118,027
Some college or Associate's degree	363	13%	86,070	100,000	127,125	111,490
4-year college degree	1,378	48%	82,000	100,000	125,000	107,754
Master's degree	1,019	36%	84,000	100,000	125,000	108,632
Doctoral degree	72	3%	83,500	100,000	120,000	104,545

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	567	20%	80,000	97,000	120,000	102,996
No degree in PM	2,293	80%	85,000	101,000	125,000	109,939

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	2,329	81%	87,480	105,000	130,000	112,113
PMP for less than 1 year	24	1%	65,750	80,000	96,750	87,484
PMP for 1 < 5 years	998	44%	80,000	94,870	113,765	99,515
PMP for 5 < 10 years	705	31%	91,000	107,000	126,000	114,420
PMP for 10 < 20 years	540	24%	100,000	124,000	150,855	132,782
PMP for 20+ years	23	1%	126,500	139,000	150,500	138,809
Do not have a PMP certification	540	19%	70,000	85,000	110,000	93,401

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	1,382	49%	83,000	100,000	125,000	108,890
5 to 9 days	858	31%	85,000	100,000	125,000	108,413
10 days or more	569	20%	82,500	101,000	123,000	108,525

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	1,775	65%	88,000	105,000	130,000	113,433
Female	954	35%	79,000	95,000	115,000	99,510

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	209	7%	77,834	95,000	130,000	106,613
Consulting	230	8%	86,875	112,500	140,000	118,898
Customer Service/Public Relations	29	1%	60,800	76,713	88,950	76,454
Engineering	362	13%	85,000	105,000	125,000	109,734
Finance	43	1%	87,000	98,000	120,000	105,125
Human Resources	22	1%	80,000	96,500	112,500	107,324
Information Technology/Information Systems	538	19%	90,000	105,000	125,250	113,545
Operations/Manufacturing	139	5%	79,000	98,000	127,433	102,240
Project Management Department or PMO	962	34%	84,000	100,000	121,475	108,350
Quality Management	35	1%	80,000	90,000	115,000	95,386
Research and Development	63	2%	70,014	97,000	117,000	96,814
Sales/Marketing	55	2%	66,000	82,000	102,000	89,927
Supply Chain Management/Logistics	37	1%	71,500	88,000	111,000	96,360
Training/Education	15	1%	72,000	80,000	96,000	96,983
Other	130	5%	88,000	100,000	125,000	108,929

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	66	2%	85,000	104,000	125,750	108,461
Business services	29	1%	54,500	73,000	102,500	80,721
Construction	285	10%	80,000	95,000	121,500	105,346
Consulting	227	8%	88,140	115,000	142,000	118,507
Engineering	255	9%	85,500	108,500	130,000	113,697
Financial services	245	9%	87,000	103,000	129,500	114,216
Food and beverage	18	1%	88,750	95,500	118,000	107,956
Government	332	12%	87,090	100,000	120,000	104,659
Healthcare	150	5%	71,750	85,000	108,250	93,876
Information technology	411	14%	87,500	105,000	130,000	113,860
Insurance	70	2%	77,250	98,650	120,000	100,541
Legal	6	*	--	--	--	--
Manufacturing	124	4%	74,250	91,000	113,750	94,317
Pharmaceuticals	33	1%	81,750	100,000	120,000	102,288
Real estate	31	1%	80,000	95,000	130,000	104,049
Resources (Agriculture, Mining, etc.)	124	4%	97,750	124,000	150,000	130,166
Telecommunications	132	5%	80,000	94,551	110,000	100,124
Training/education	29	1%	75,250	88,000	95,000	91,173
Utility	113	4%	89,500	115,000	133,750	114,900
Other	189	7%	81,050	96,000	118,797	104,205

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	775	27%	87,000	105,000	131,000	115,256
Construction	780	27%	85,000	103,500	130,000	111,351
Engineering	708	25%	86,000	108,998	134,450	113,833
Information Technology	1,241	43%	88,000	105,000	127,563	112,829
Manufacturing	197	7%	80,000	95,000	120,000	101,767
Operations	741	26%	81,000	100,000	128,000	108,171
Quality Management	282	10%	80,000	98,250	123,500	107,564
Regulatory Compliance	342	12%	85,000	105,000	135,000	113,871
Research & Development	261	9%	76,693	95,000	116,500	100,036
Supply Chain Management/Logistics	173	6%	82,500	105,000	130,000	109,345
Other	194	7%	80,000	97,000	120,000	102,636

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	454	16%	74,750	100,000	137,250	110,391
100 to 299	265	9%	76,000	92,000	116,500	97,192
300 to 999	396	14%	85,000	100,000	120,000	105,801
1,000 to 2,499	300	10%	84,000	100,000	120,750	106,309
2,500 to 4,999	244	9%	86,000	107,000	129,500	112,147
5,000 to 9,999	313	11%	85,000	103,000	126,500	111,531
10,000 or more	897	31%	88,000	105,000	125,000	111,048

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	355	17%	80,000	95,000	120,000	101,626
5-9 people	770	36%	83,000	100,000	120,000	106,643
10-14 people	470	22%	88,785	104,708	130,000	111,860
15-19 people	188	9%	95,000	114,000	135,000	120,415
20 or more people	366	17%	100,000	120,000	150,000	131,015

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	293	11%	68,500	83,000	100,000	88,118
\$100,000 to \$499,999	601	23%	80,000	93,000	115,000	98,786
\$500,000 to \$999,999	406	15%	85,000	100,000	120,000	104,274
\$1 million to \$10 million	932	35%	90,000	109,000	132,000	116,066
More than \$10 million	407	15%	100,000	120,000	150,000	130,077

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	602	21%
Yes - Informal	1,339	47%
No	709	25%
Don't Know	201	7%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	396	21%
Yes - Informal	1,098	57%
No	273	14%
Don't Know	155	8%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	1,008	36%
Yes - Informal	954	34%
No	660	23%
Don't Know	196	7%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	153	5%	285	10%	2,431	86%
Director of Project Management Office (PMO)	12	7%	30	17%	134	78%
Portfolio Manager	13	6%	29	14%	169	82%
Program Manager	32	6%	61	11%	467	84%
Project Manager III	40	6%	70	10%	577	85%
Project Manager II	20	4%	45	9%	440	88%
Project Manager I	21	6%	21	6%	293	88%
Project Management Specialist	9	5%	14	7%	178	90%
Project Management Consultant	6	3%	15	8%	173	90%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	13%	1,583	56%	1,233	43%
Director of Project Management Office (PMO)	33	19%	118	69%	83	49%
Portfolio Manager	26	13%	148	71%	107	51%
Program Manager	70	13%	346	62%	238	43%
Project Manager III	77	11%	408	60%	323	47%
Project Manager II	73	15%	275	55%	219	44%
Project Manager I	47	14%	145	43%	128	38%
Project Management Specialist	23	12%	60	31%	74	38%
Project Management Consultant	27	14%	83	43%	61	32%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	2,713	14.3	2,545	19.7
Director of Project Management Office (PMO)	162	16.2	156	21.1
Portfolio Manager	194	15.7	200	22.0
Program Manager	529	14.5	513	19.8
Project Manager III	650	14.1	614	19.4
Project Manager II	478	14.3	445	19.8
Project Manager I	328	14.2	286	20.1
Project Management Specialist	191	13.6	159	19.1
Project Management Consultant	181	11.6	172	16.3

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	1,034	37%	1,365	48%	183	6%
Director of Project Management Office (PMO)	66	38%	70	40%	12	7%
Portfolio Manager	95	46%	104	50%	10	5%
Program Manager	200	36%	258	47%	33	6%
Project Manager III	231	34%	351	52%	47	7%
Project Manager II	184	37%	247	49%	29	6%
Project Manager I	136	41%	157	47%	23	7%
Project Management Specialist	75	38%	102	52%	15	8%
Project Management Consultant	47	24%	76	40%	14	7%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	2,835	38.6	2,810	43.8
Director of Project Management Office (PMO)	173	38.5	172	46.9
Portfolio Manager	206	38.5	205	45.5
Program Manager	558	38.6	557	45.1
Project Manager III	678	38.4	672	43.3
Project Manager II	497	38.3	491	42.6
Project Manager I	334	38.7	330	42.6
Project Management Specialist	199	39.1	194	42.7
Project Management Consultant	190	38.9	189	43.7

## Annualized Salary by Position Description - Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	29	6%	120,000	135,000	175,000	156,375
Portfolio Manager	26	5%	100,000	136,000	152,000	135,284
Program Manager	118	23%	110,000	140,000	190,500	151,922
Project Manager III	117	23%	100,000	131,000	176,500	138,885
Project Manager II	71	14%	87,000	105,000	145,000	120,068
Project Manager I	29	6%	64,166	85,500	99,000	92,705
Project Management Specialist	33	7%	84,000	96,000	122,500	105,590
Project Management Consultant	80	16%	110,000	150,000	180,000	145,041

## Annualized Salary by Position Description - Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	146	6%	105,000	124,500	150,000	129,266
Portfolio Manager	182	8%	105,000	120,000	140,000	124,594
Program Manager	446	19%	90,000	106,000	124,250	110,280
Project Manager III	568	24%	87,600	100,000	117,000	104,094
Project Manager II	432	18%	78,531	92,000	108,000	95,159
Project Manager I	310	13%	67,000	80,000	95,000	83,795
Project Management Specialist	168	7%	70,000	85,000	100,089	87,935
Project Management Consultant	114	5%	76,600	95,000	117,250	99,125

# Chile

## Total Compensation (in Chilean Pesos)

COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	194	27,975,000	38,000,000	48,240,000	41,963,299
Total Compensation	194	29,620,664	41,479,542	54,918,500	46,749,036

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

PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	4	2%	Decrease	--	*
Remained the same	54	28%	Remain the same	33	17%
Increased less than 1%	13	7%	Increase less than 1%	8	4%
Increased 1% to 2.9%	44	23%	Increase 1% to 2.9%	43	22%
Increased 3% to 3.9%	22	11%	Increase 3% to 3.9%	19	10%
Increased 4% to 4.9%	10	5%	Increase 4% to 4.9%	12	6%
Increased 5% to 6.9%	15	8%	Increase 5% to 6.9%	18	9%
Increased 7% to 9.9%	5	3%	Increase 7% to 9.9%	9	5%
Increased 10% to 14.9%	13	7%	Increase 10% to 14.9%	28	14%
Increased 15% to 19.9%	6	3%	Increase 15% to 19.9%	11	6%
Increased 20% to 24.9%	3	2%	Increase 20% to 24.9%	7	4%
Increased 25% to 29.9%	4	2%	Increase 25% to 29.9%	--	*
Increased 30% or greater	1	1%	Increase 30% or greater	6	3%

## Annualized Salary by Position Description

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	14	7%	27,126,000	44,670,000	66,281,500	45,734,714
Portfolio Manager	14	7%	36,750,000	54,000,000	88,975,000	60,712,432
Program Manager	26	13%	40,600,000	45,681,252	63,500,000	53,022,002
Project Manager III	47	24%	28,800,000	38,000,000	45,600,000	40,513,292
Project Manager II	33	17%	25,000,000	30,100,000	46,100,000	37,821,172
Project Manager I	23	12%	23,000,000	35,618,004	41,000,000	33,887,633
Project Management Specialist	20	10%	25,250,000	33,500,000	42,150,000	34,287,353
Project Management Consultant	17	9%	30,000,000	36,000,000	48,000,000	38,509,526

## Annualized Salary by Years of Work Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	1	1%	--	--	--	--
3 < 5 years	1	1%	--	--	--	--
5 < 10 years	16	8%	20,625,000	27,993,480	35,293,212	28,122,307
10 < 15 years	53	27%	25,280,361	34,200,000	44,200,000	35,219,667
15 < 20 years	49	25%	27,850,000	38,000,000	48,873,534	40,564,034
20 years or more	74	38%	36,000,000	45,000,000	65,260,500	51,299,773

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	69	38%	28,200,000	41,000,000	53,128,400	43,332,309
1 to 5 years	94	51%	28,100,660	36,000,000	48,000,000	41,349,419
6 years or more	20	11%	25,363,031	35,000,000	47,186,853	39,070,597
<b>EXTREME PROJECT MANAGEMENT</b>						
None	122	67%	27,260,220	36,250,000	49,910,301	41,989,359
1 to 5 years	36	20%	26,910,000	36,000,000	44,500,000	38,346,421
6 years or more	24	13%	34,500,000	42,000,000	58,300,000	49,033,153
<b>PROCESS BASED PROJECT MANAGEMENT</b>						
None	37	20%	28,200,000	36,000,000	50,223,534	42,201,380
1 to 5 years	65	35%	24,000,000	31,271,716	44,700,000	36,274,114
6 years or more	84	45%	32,550,000	41,500,000	53,800,000	46,050,686
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	116	63%	26,686,740	38,500,000	50,850,000	42,583,055
1 to 5 years	40	22%	28,530,000	36,000,000	49,500,000	42,130,406
6 years or more	28	15%	30,750,000	38,850,000	44,948,000	40,204,855
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	69	38%	25,600,361	35,000,000	44,890,228	36,601,445
1 to 5 years	66	36%	26,300,000	39,000,000	46,606,878	40,135,801
6 years or more	47	26%	36,000,000	48,000,000	67,000,000	53,121,788
<b>PROGRAM MANAGEMENT</b>						
None	49	27%	26,400,000	35,618,004	48,000,000	39,979,887
1 to 5 years	66	36%	24,750,000	30,000,000	41,550,000	34,064,271
6 years or more	68	37%	36,675,000	45,000,000	64,375,000	51,403,967
<b>EARNED VALUE MANAGEMENT</b>						
None	44	24%	24,000,000	32,786,424	45,450,000	36,408,761
1 to 5 years	70	38%	26,000,000	33,300,000	44,500,000	37,045,630
6 years or more	70	38%	36,000,000	45,132,000	60,750,000	51,173,522
<b>LEAN PROJECT MANAGEMENT</b>						
None	104	56%	27,725,000	39,800,000	48,000,000	41,935,951
1 to 5 years	62	34%	27,260,220	36,600,000	50,100,000	42,256,942
6 years or more	19	10%	26,400,000	36,000,000	42,000,000	38,879,862
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	73	40%	26,400,000	36,000,000	48,873,534	40,302,488
1 to 5 years	62	34%	25,840,000	36,000,000	48,000,000	40,349,358
6 years or more	46	25%	33,793,212	40,000,000	54,000,000	47,431,409
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	55	30%	30,000,000	42,578,776	51,256,800	44,793,560
1 to 5 years	46	25%	24,000,000	31,135,858	41,550,000	35,505,131
6 years or more	83	45%	30,000,000	40,000,000	54,000,000	44,178,371
<b>RISK MANAGEMENT</b>						
None	20	11%	21,700,000	25,800,000	43,794,694	34,776,939
1 to 5 years	77	41%	26,973,480	34,200,000	45,000,000	36,163,680
6 years or more	89	48%	34,380,000	43,200,000	61,440,000	49,166,792
<b>CHANGE MANAGEMENT</b>						
None	29	16%	23,750,000	27,600,000	45,650,000	34,725,895
1 to 5 years	70	38%	26,300,000	34,600,000	44,550,000	36,679,434
6 years or more	87	47%	36,000,000	43,200,000	60,000,000	48,930,750
<b>RESOURCE MANAGEMENT</b>						
None	28	15%	23,625,000	30,685,858	44,234,871	33,537,471
1 to 5 years	59	32%	25,200,000	31,000,000	44,500,000	37,062,510
6 years or more	95	52%	36,000,000	42,578,776	60,000,000	47,974,619

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	14	7%	21,075,000	37,000,000	46,710,342	38,595,390
5 < 10 years	73	38%	26,098,558	32,400,000	43,100,000	36,548,218
10 < 15 years	55	28%	30,000,000	41,000,000	48,000,000	41,075,748
15 < 20 years	27	14%	38,000,000	48,000,000	65,000,000	54,636,644
20 years or more	21	11%	34,500,000	52,000,000	70,500,000	52,960,437

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	61	31%	25,698,558	36,000,000	44,750,000	36,896,857
Master's degree	118	61%	30,075,000	40,250,000	50,550,000	45,026,654
Doctoral degree	6	3%	--	--	--	--

Annualized Salary by Degree in Project Management						
DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
No degree in PM	106	55%	26,400,000	37,800,000	48,000,000	41,135,443
No degree in PM						

Annualized Salary by PMP® Status						
STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	145	75%	29,798,550	40,000,000	50,850,000	43,901,906
PMP for less than 1 year	3	2%	--	--	--	--
PMP for 1 < 5 years	76	53%	27,600,000	36,000,000	47,400,000	40,661,290
PMP for 5 < 10 years	54	38%	30,750,000	44,750,000	58,200,000	46,917,186
PMP for 10 < 20 years	11	8%	40,000,000	54,000,000	78,000,000	56,981,199
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP certification	49	25%	24,500,000	35,400,000	43,850,000	36,226,605

Annualized Salary by Amount of Training per Year						
DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	100	52%	26,400,000	35,509,002	46,755,000	39,319,471
5 to 9 days	35	18%	36,000,000	44,500,000	51,000,000	47,392,352
10 days or more	58	30%	27,300,000	40,000,000	55,500,000	43,707,702

Annualized Salary by Gender						
GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	159	83%	29,597,100	39,700,000	50,700,000	43,370,211
Female	33	17%	24,600,361	31,271,716	42,000,000	34,017,407



## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	27	14%	28,100,880	44,500,000	52,000,000	44,175,283
Consulting	18	9%	29,899,275	36,000,000	48,500,000	39,741,114
Customer Service/Public Relations	1	1%	--	--	--	--
Engineering	17	9%	25,500,000	41,000,000	65,000,000	45,990,328
Finance	--	*	--	--	--	--
Human Resources	--	*	--	--	--	--
Information Technology/Information Systems	37	19%	28,450,000	36,000,000	42,000,000	38,486,604
Operations/Manufacturing	8	4%	--	--	--	--
Project Management Department or PMO	73	38%	28,800,000	39,000,000	52,100,000	43,111,897
Quality Management	1	1%	--	--	--	--
Research and Development	3	2%	--	--	--	--
Sales/Marketing	3	2%	--	--	--	--
Supply Chain Management/Logistics	--	*	--	--	--	--
Training/Education	1	1%	--	--	--	--
Other	5	3%	--	--	--	--

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	--	*	--	--	--	--
Business services	1	1%	--	--	--	--
Construction	18	9%	25,750,000	39,000,000	53,250,000	45,122,794
Consulting	23	12%	34,000,000	38,000,000	52,000,000	44,927,955
Engineering	26	13%	35,463,503	43,929,616	67,031,500	51,313,626
Financial services	18	9%	27,375,181	36,250,000	48,000,000	39,697,957
Food and beverage	1	1%	--	--	--	--
Government	5	3%	--	--	--	--
Healthcare	4	2%	--	--	--	--
Information technology	41	21%	25,680,000	31,000,000	43,800,000	34,444,177
Insurance	4	2%	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	5	3%	--	--	--	--
Pharmaceuticals	1	1%	--	--	--	--
Real estate	2	1%	--	--	--	--
Resources (Agriculture, Mining, etc.)	8	4%	--	--	--	--
Telecommunications	16	8%	24,600,000	34,600,000	54,750,000	39,348,129
Training/education	1	1%	--	--	--	--
Utility	4	2%	--	--	--	--
Other	16	8%	30,025,000	35,700,000	49,500,000	42,898,303

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	53	27%	29,400,000	36,000,000	45,681,252	40,900,502
Construction	48	25%	33,729,636	44,100,000	60,000,000	48,506,458
Engineering	54	28%	32,050,000	43,289,388	60,870,000	49,474,609
Information Technology	104	54%	26,400,000	34,600,000	44,875,000	38,026,987
Manufacturing	5	3%	--	--	--	--
Operations	34	18%	29,525,220	40,400,000	58,200,000	44,808,327
Quality Management	13	7%	21,500,000	34,000,000	43,100,000	32,736,286
Regulatory Compliance	11	6%	25,704,000	30,000,000	45,264,000	34,576,418
Research & Development	10	5%	20,625,000	28,270,440	50,100,000	32,631,913
Supply Chain Management/Logistics	15	8%	31,000,000	36,000,000	51,000,000	44,437,333
Other	11	6%	26,400,000	44,500,000	48,000,000	42,228,118

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	34	18%	26,400,000	36,000,000	48,500,000	39,213,619
100 to 299	31	16%	24,000,000	30,000,000	42,000,000	34,707,777
300 to 999	36	19%	30,793,212	42,789,388	53,800,000	44,516,354
1,000 to 2,499	18	9%	27,586,740	34,200,000	47,786,853	40,642,425
2,500 to 4,999	19	10%	25,200,722	36,000,000	44,400,000	36,767,311
5,000 to 9,999	9	5%	--	--	--	--
10,000 or more	47	24%	30,100,000	40,000,000	60,000,000	46,370,311

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	45	29%	27,000,000	34,000,000	40,650,000	35,410,063
5-9 people	47	30%	30,000,000	38,400,000	45,280,456	39,258,919
10-14 people	25	16%	29,400,000	45,000,000	66,521,000	51,281,330
15-19 people	8	5%	--	--	--	--
20 or more people	30	19%	36,000,000	48,480,000	78,500,000	56,196,319

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	29	16%	26,973,480	31,000,000	42,869,742	35,097,608
\$100,000 to \$499,999	49	27%	29,400,000	40,000,000	49,000,000	40,937,507
\$500,000 to \$999,999	33	18%	28,200,000	37,200,000	51,200,000	42,658,005
\$1 million to \$10 million	47	26%	26,400,000	38,000,000	48,960,000	40,491,183
More than \$10 million	26	14%	36,000,000	47,857,902	87,975,000	57,559,918

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	38	20%
Yes - Informal	68	35%
No	73	38%
Don't Know	14	7%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	37	36%
Yes - Informal	49	47%
No	12	12%
Don't Know	6	6%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	68	35%
Yes - Informal	73	38%
No	41	21%
Don't Know	10	5%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	9	5%	7	4%	175	92%
Director of Project Management Office (PMO)	--	*	--	*	14	100%
Portfolio Manager	1	7%	1	7%	13	93%
Program Manager	3	12%	2	8%	21	81%
Project Manager III	2	5%	2	5%	40	91%
Project Manager II	--	*	1	3%	32	97%
Project Manager I	2	9%	1	4%	20	87%
Project Management Specialist	1	5%	--	*	18	95%
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	20%	112	58%	118	61%
Director of Project Management Office (PMO)	1	8%	8	62%	9	69%
Portfolio Manager	5	36%	13	93%	11	79%
Program Manager	7	27%	20	77%	18	69%
Project Manager III	5	11%	31	66%	29	62%
Project Manager II	5	15%	16	48%	20	61%
Project Manager I	3	14%	11	50%	12	55%
Project Management Specialist	7	35%	9	45%	12	60%
Project Management Consultant	5	29%	4	24%	7	41%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	181	14.0	169	14.4
Director of Project Management Office (PMO)	13	14.4	13	13.4
Portfolio Manager	14	17.1	14	16.2
Program Manager	25	14.2	24	13.9
Project Manager III	44	13.6	43	14.2
Project Manager II	29	15.1	27	13.8
Project Manager I	21	13.1	19	17.2
Project Management Specialist	18	10.8	17	14.2
Project Management Consultant	17	13.9	12	12.5

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	42	22%	55	29%	25	13%
Director of Project Management Office (PMO)	4	29%	4	29%	3	21%
Portfolio Manager	4	29%	2	14%	2	14%
Program Manager	6	23%	8	31%	3	12%
Project Manager III	12	26%	13	28%	6	13%
Project Manager II	3	9%	7	22%	7	22%
Project Manager I	5	23%	8	36%	1	5%
Project Management Specialist	7	35%	4	20%	3	15%
Project Management Consultant	1	6%	9	53%	--	*

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	193	42.8	190	47.4
Director of Project Management Office (PMO)	14	41.9	14	44.0
Portfolio Manager	14	42.3	14	48.4
Program Manager	26	43.0	26	48.8
Project Manager III	47	42.8	46	48.3
Project Manager II	32	42.5	32	45.9
Project Manager I	23	43.8	23	46.7
Project Management Specialist	20	42.3	19	48.5
Project Management Consultant	17	44.0	16	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)	4	21%	--	--	--	--
Portfolio Manager	--	*	--	--	--	--
Program Manager	--	*	--	--	--	--
Project Manager III	8	42%	--	--	--	--
Project Manager II	1	5%	--	--	--	--
Project Manager I	2	11%	--	--	--	--
Project Management Specialist	--	*	--	--	--	--
Project Management Consultant	4	21%	--	--	--	--

## Annualized Salary by Position Description - Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	10	6%	27,126,000	44,670,000	68,750,000	45,604,400
Portfolio Manager	14	8%	36,750,000	54,000,000	88,975,000	60,712,432
Program Manager	26	15%	40,600,000	45,681,252	63,500,000	53,022,002
Project Manager III	39	22%	30,000,000	38,000,000	47,100,000	41,539,095
Project Manager II	32	18%	24,500,000	30,650,000	47,050,000	38,178,083
Project Manager I	21	12%	22,750,000	35,618,004	43,140,228	34,305,503
Project Management Specialist	20	11%	25,250,000	33,500,000	42,150,000	34,287,353
Project Management Consultant	13	7%	31,586,424	36,000,000	48,000,000	9,720,988

# China

Total Compensation (in Chinese Yuan)					
COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	826	130,000	200,000	280,000	218,642
Total Compensation	826	162,750	230,000	343,950	271,894

Reported/Expected Change in Total Compensation over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	24	3%	Decrease	11	1%
Remained the same	214	26%	Remain the same	56	7%
Increased less than 1%	24	3%	Increase less than 1%	16	2%
Increased 1% to 2.9%	56	7%	Increase 1% to 2.9%	28	3%
Increased 3% to 3.9%	51	6%	Increase 3% to 3.9%	39	5%
Increased 4% to 4.9%	54	7%	Increase 4% to 4.9%	28	3%
Increased 5% to 6.9%	95	12%	Increase 5% to 6.9%	98	12%
Increased 7% to 9.9%	99	12%	Increase 7% to 9.9%	93	11%
Increased 10% to 14.9%	105	13%	Increase 10% to 14.9%	209	25%
Increased 15% to 19.9%	35	4%	Increase 15% to 19.9%	88	11%
Increased 20% to 24.9%	26	3%	Increase 20% to 24.9%	61	7%
Increased 25% to 29.9%	14	2%	Increase 25% to 29.9%	17	2%
Increased 30% or greater	29	4%	Increase 30% or greater	82	10%

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	67	8%	150,000	240,000	368,870	295,236
Portfolio Manager	33	4%	200,000	300,000	375,000	316,783
Program Manager	153	19%	150,000	200,000	300,000	228,991
Project Manager III	131	16%	180,000	240,000	300,000	257,612
Project Manager II	157	19%	120,000	168,000	240,000	187,149
Project Manager I	177	21%	106,000	160,000	210,000	171,356
Project Management Specialist	80	10%	102,500	160,000	200,000	182,035
Project Management Consultant	28	3%	145,500	200,000	309,000	260,911

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	4	*	--	--	--	--
3 < 5 years	55	7%	90,000	120,000	173,071	138,210
5 < 10 years	238	29%	120,000	175,000	220,000	183,052
10 < 15 years	327	40%	150,000	200,000	280,000	223,535
15 < 20 years	129	16%	174,000	240,000	316,000	262,570
20 years or more	73	9%	180,000	280,000	382,435	301,408

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	238	34%	120,000	170,000	238,020	191,315
1 to 5 years	341	49%	150,000	200,000	300,000	229,086
6 years or more	112	16%	150,000	240,000	300,000	254,606
<b>EXTREME PROJECT MANAGEMENT</b>						
None	344	50%	120,000	188,000	250,000	209,861
1 to 5 years	224	33%	120,000	200,000	273,300	208,106
6 years or more	118	17%	150,000	240,000	335,000	272,889
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	103	15%	120,000	184,000	250,000	213,894
1 to 5 years	377	54%	120,000	180,000	250,000	201,119
6 years or more	219	31%	157,890	240,000	310,000	256,930
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	294	43%	120,000	195,471	276,000	216,869
1 to 5 years	263	38%	120,000	185,000	250,000	201,785
6 years or more	132	19%	150,000	234,000	327,500	261,845
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	240	35%	120,000	180,000	250,000	200,395
1 to 5 years	316	46%	124,300	200,000	280,000	218,293
6 years or more	135	20%	150,000	240,000	300,000	258,247
<b>PROGRAM MANAGEMENT</b>						
None	119	17%	115,200	180,000	250,000	188,677
1 to 5 years	386	54%	120,000	181,000	250,000	207,149
6 years or more	206	29%	150,000	240,000	320,000	259,316
<b>EARNED VALUE MANAGEMENT</b>						
None	268	39%	120,250	185,000	250,000	208,165
1 to 5 years	297	43%	120,000	200,000	275,573	207,840
6 years or more	125	18%	150,000	240,000	350,000	274,784
<b>LEAN PROJECT MANAGEMENT</b>						
None	264	38%	120,000	180,000	251,500	205,214
1 to 5 years	301	43%	120,000	200,000	257,500	214,798
6 years or more	130	19%	150,000	240,000	326,250	261,184
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	238	35%	120,000	182,000	261,300	209,392
1 to 5 years	290	42%	120,000	192,000	250,000	203,996
6 years or more	158	23%	159,000	240,000	350,000	268,982
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	266	39%	120,000	180,000	240,000	197,491
1 to 5 years	277	40%	140,000	200,000	276,445	217,073
6 years or more	147	21%	168,000	240,000	350,000	268,875
<b>RISK MANAGEMENT</b>						
None	113	16%	120,000	180,000	240,000	188,804
1 to 5 years	379	54%	120,000	180,000	252,000	202,445
6 years or more	212	30%	158,418	240,000	335,000	268,201
<b>CHANGE MANAGEMENT</b>						
None	119	17%	120,000	165,088	240,000	185,683
1 to 5 years	381	54%	120,000	180,000	240,000	200,621
6 years or more	212	30%	171,000	245,000	350,000	275,149
<b>RESOURCE MANAGEMENT</b>						
None	127	18%	120,000	180,000	220,000	192,691
1 to 5 years	373	53%	120,000	180,000	250,000	204,384
6 years or more	198	28%	169,650	240,000	332,500	268,453

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	107	13%	110,400	160,000	200,000	169,675
3 < 5 years	188	23%	120,000	180,000	240,000	185,927
5 < 10 years	348	42%	140,400	200,000	280,000	221,434
10 < 15 years	144	17%	150,000	224,000	343,933	260,897
15 < 20 years	27	3%	200,000	240,000	360,000	307,977
20 years or more	12	1%	210,000	350,000	487,500	378,750

### Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	10	1%	100,000	190,000	312,500	236,300
Some college or Associate's degree	56	7%	120,000	174,000	240,000	177,800
4-year college degree	506	61%	120,000	184,500	250,000	204,675
Master's degree	242	29%	156,000	200,000	302,500	253,211
Doctoral degree	12	1%	162,500	250,000	366,652	286,322

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	248	31%	120,000	200,000	300,000	215,471
No degree in PM	562	69%	140,000	200,000	277,668	219,121

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	808	98%	130,000	200,000	280,000	219,232
PMP for less than 1 year	8	1%	--	--	--	--
PMP for 1 < 5 years	592	75%	120,000	180,000	250,000	198,032
PMP for 5 < 10 years	162	20%	180,000	240,000	350,000	266,590
PMP for 10 < 20 years	30	4%	200,000	310,000	497,500	378,533
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP certification	18	2%	117,000	165,044	236,689	192,145

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	228	29%	122,457	200,000	300,000	230,850
5 to 9 days	201	26%	150,000	200,000	278,000	223,098
10 days or more	345	45%	120,000	186,000	260,000	210,182

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	600	74%	140,000	200,000	300,000	224,476
Female	206	26%	120,000	180,000	254,000	198,217

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	40	5%	151,500	200,000	300,000	223,992
Consulting	33	4%	150,000	200,000	288,000	239,094
Customer Service/Public Relations	19	2%	130,000	156,000	240,000	204,656
Engineering	99	12%	120,000	186,000	250,000	209,871
Finance	15	2%	150,000	220,000	300,000	231,600
Human Resources	2	*	--	--	--	--
Information Technology/Information Systems	180	22%	150,000	200,000	280,000	219,163
Operations/Manufacturing	33	4%	131,330	186,000	293,201	220,699
Project Management Department or PMO	244	30%	120,000	200,000	299,750	222,609
Quality Management	19	2%	120,000	150,000	240,000	174,786
Research and Development	75	9%	160,000	200,000	300,000	231,778
Sales/Marketing	35	4%	132,000	180,000	260,558	202,174
Supply Chain Management/Logistics	21	3%	117,600	150,000	260,000	202,152
Training/Education	6	1%	--	--	--	--
Other	5	1%	--	--	--	--

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	9	1%	--	--	--	--
Business services	18	2%	120,000	210,000	300,000	222,311
Construction	16	2%	145,500	250,000	345,000	271,151
Consulting	26	3%	138,000	205,000	300,000	231,812
Engineering	121	15%	120,000	200,000	280,000	216,782
Financial services	30	4%	177,000	237,000	300,000	251,297
Food and beverage	4	*	--	--	--	--
Government	8	1%	--	--	--	--
Healthcare	14	2%	162,500	220,000	415,500	280,021
Information technology	224	27%	150,000	200,000	280,000	226,687
Insurance	7	1%	--	--	--	--
Legal	1	*	--	--	--	--
Manufacturing	196	24%	120,000	180,000	250,000	198,422
Pharmaceuticals	14	2%	183,750	233,000	422,500	306,286
Real estate	5	1%	--	--	--	--
Resources (Agriculture, Mining, etc.)	16	2%	97,226	165,000	250,000	204,140
Telecommunications	83	10%	120,000	192,000	264,000	202,154
Training/education	7	1%	--	--	--	--
Utility	2	*	--	--	--	--
Other	25	3%	115,000	144,000	233,500	190,260



### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	74	9%	140,000	220,000	300,000	246,499
Construction	66	8%	138,000	200,000	300,000	240,813
Engineering	237	29%	136,330	200,000	300,000	222,549
Information Technology	330	41%	143,000	200,000	280,000	221,040
Manufacturing	174	22%	120,000	192,000	280,000	205,331
Operations	88	11%	142,500	230,000	300,000	259,126
Quality Management	82	10%	120,000	220,000	300,000	225,573
Regulatory Compliance	12	1%	231,223	349,837	400,000	325,714
Research & Development	131	16%	150,000	220,000	300,000	243,715
Supply Chain Management/ Logistics	65	8%	120,000	200,000	290,000	223,285
Other	14	2%	112,500	147,000	273,106	222,081

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	92	11%	120,000	180,000	240,000	191,157
100 to 299	114	14%	120,000	180,000	240,000	194,344
300 to 999	137	17%	120,000	180,000	240,000	199,161
1,000 to 2,499	122	15%	139,750	200,000	261,035	212,182
2,500 to 4,999	78	9%	127,500	200,000	300,000	235,902
5,000 to 9,999	68	8%	150,000	200,000	300,000	230,859
10,000 or more	215	26%	150,000	210,000	310,000	249,239

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	73	12%	120,000	200,000	250,000	212,008
5-9 people	201	33%	120,000	180,000	252,000	203,492
10-14 people	148	25%	145,500	188,000	257,500	209,324
15-19 people	44	7%	152,500	210,059	300,000	246,369
20 or more people	137	23%	180,000	240,000	317,337	267,657

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	140	21%	120,000	150,000	200,000	173,999
\$100,000 to \$499,999	238	35%	120,000	196,430	276,000	212,950
\$500,000 to \$999,999	109	16%	139,500	200,000	300,000	227,141
\$1 million to \$10 million	114	17%	170,000	237,000	320,000	253,431
More than \$10 million	75	11%	150,000	234,000	300,000	271,749

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	217	28%
Yes - Informal	355	45%
No	148	19%
Don't Know	67	9%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	185	34%
Yes - Informal	287	52%
No	52	10%
Don't Know	23	4%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	312	41%
Yes - Informal	261	34%
No	163	21%
Don't Know	28	4%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	64	8%	64	8%	663	84%
Director of Project Management Office (PMO)	9	14%	7	11%	49	75%
Portfolio Manager	4	13%	3	9%	26	81%
Program Manager	11	7%	21	14%	123	80%
Project Manager III	9	7%	10	8%	103	85%
Project Manager II	11	7%	10	7%	126	86%
Project Manager I	16	10%	6	4%	144	87%
Project Management Specialist	4	5%	6	8%	67	88%
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	33%	412	52%	353	44%
Director of Project Management Office (PMO)	25	38%	37	56%	28	42%
Portfolio Manager	9	27%	24	73%	20	61%
Program Manager	48	31%	72	47%	70	46%
Project Manager III	50	40%	72	58%	53	42%
Project Manager II	53	36%	73	50%	60	41%
Project Manager I	41	25%	84	50%	65	39%
Project Management Specialist	27	35%	41	53%	43	55%
Project Management Consultant	7	27%	9	35%	14	54%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	736	9.5	683	15.2
Director of Project Management Office (PMO)	59	8.9	60	16.0
Portfolio Manager	28	8.7	29	13.7
Program Manager	144	7.9	135	14.1
Project Manager III	118	9.9	111	15.7
Project Manager II	133	10.2	119	14.4
Project Manager I	155	9.9	141	15.8
Project Management Specialist	74	10.3	69	16.3
Project Management Consultant	25	10.8	19	15.8

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	309	40%	195	25%	112	15%
Director of Project Management Office (PMO)	27	41%	15	23%	8	12%
Portfolio Manager	11	33%	10	30%	6	18%
Program Manager	56	38%	42	29%	24	16%
Project Manager III	50	41%	34	28%	18	15%
Project Manager II	68	49%	34	24%	16	11%
Project Manager I	60	38%	39	25%	26	16%
Project Management Specialist	27	36%	15	20%	12	16%
Project Management Consultant	10	40%	6	24%	2	8%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	781	40.0	776	47.2
Director of Project Management Office (PMO)	66	39.2	66	49.1
Portfolio Manager	32	39.9	33	47.0
Program Manager	150	39.9	148	47.1
Project Manager III	126	40.1	124	48.2
Project Manager II	145	40.1	145	46.8
Project Manager I	160	39.9	160	46.3
Project Management Specialist	77	40.9	76	46.2
Project Management Consultant	25	40.6	24	47.8

## Annualized Salary by Position Description - Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	5	6%	--	--	--	--
Portfolio Manager	6	8%	--	--	--	--
Program Manager	13	17%	188,160	250,000	300,000	257,948
Project Manager III	13	17%	146,535	240,000	350,000	247,652
Project Manager II	12	15%	102,500	135,000	195,000	148,333
Project Manager I	20	26%	97,000	135,000	215,000	162,850
Project Management Specialist	7	9%	--	--	--	--
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)	62	8%	150,000	245,000	371,652	299,046
Portfolio Manager	27	4%	200,000	300,000	396,000	332,364
Program Manager	140	19%	149,250	200,000	300,000	226,302
Project Manager III	118	16%	180,000	245,000	300,000	258,709
Project Manager II	145	19%	120,000	180,000	240,000	190,362
Project Manager I	157	21%	114,900	160,000	210,000	172,439
Project Management Specialist	73	10%	100,000	171,000	200,000	181,682
Project Management Consultant	26	3%	143,000	200,000	300,000	250,519

# Colombia

Total Compensation (in Colombian Pesos)					
COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	453	66,000,000	100,000,000	150,000,000	117,884,955
Total Compensation	453	70,900,000	107,000,000	160,000,000	129,082,091

Reported/Expected Change in Total Compensation over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	15	3%	Decrease	3	1%
Remained the same	92	20%	Remain the same	56	12%
Increased less than 1%	13	3%	Increase less than 1%	7	2%
Increased 1% to 2.9%	54	12%	Increase 1% to 2.9%	33	7%
Increased 3% to 3.9%	72	16%	Increase 3% to 3.9%	62	14%
Increased 4% to 4.9%	65	14%	Increase 4% to 4.9%	56	12%
Increased 5% to 6.9%	68	15%	Increase 5% to 6.9%	89	20%
Increased 7% to 9.9%	18	4%	Increase 7% to 9.9%	46	10%
Increased 10% to 14.9%	18	4%	Increase 10% to 14.9%	38	8%
Increased 15% to 19.9%	7	2%	Increase 15% to 19.9%	18	4%
Increased 20% to 24.9%	10	2%	Increase 20% to 24.9%	15	3%
Increased 25% to 29.9%	6	1%	Increase 25% to 29.9%	5	1%
Increased 30% or greater	15	3%	Increase 30% or greater	25	6%

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	50	11%	93,000,000	120,500,000	169,000,000	137,304,635
Portfolio Manager	22	5%	142,500,000	205,000,000	253,000,000	204,681,005
Program Manager	57	13%	69,000,000	117,800,000	175,000,000	125,549,317
Project Manager III	91	20%	70,000,000	115,000,000	150,000,000	128,031,779
Project Manager II	83	18%	66,000,000	96,000,000	133,000,000	111,713,519
Project Manager I	58	13%	47,700,000	72,000,000	99,819,226	78,208,460
Project Management Specialist	59	13%	65,000,000	90,000,000	148,753,872	110,947,626
Project Management Consultant	33	7%	58,560,000	72,000,000	117,100,000	87,037,733

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	--	*	--	--	--	--
3 < 5 years	4	1%	--	--	--	--
5 < 10 years	59	13%	45,500,000	59,520,000	80,000,000	67,661,021
10 < 15 years	148	33%	55,000,000	81,700,000	120,000,000	99,954,307
15 < 20 years	91	20%	72,711,976	108,000,000	144,000,000	120,151,565
20 years or more	151	33%	97,500,000	150,000,000	200,000,000	155,495,726

Annualized Salary by Technique Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	159	38%	71,400,000	102,000,000	150,000,000	121,021,090
1 to 5 years	223	53%	60,000,000	96,000,000	143,760,000	115,133,121
6 years or more	42	10%	70,775,000	96,000,000	157,000,000	118,006,631
<b>EXTREME PROJECT MANAGEMENT</b>						
None	261	63%	67,865,000	98,000,000	150,000,000	119,507,362
1 to 5 years	101	25%	60,000,000	96,000,000	123,002,968	103,820,258
6 years or more	50	12%	79,500,000	120,000,000	168,500,000	134,777,805
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	84	20%	66,432,500	106,500,000	159,000,000	122,400,782
1 to 5 years	160	38%	52,237,500	82,473,500	129,780,000	98,317,773
6 years or more	180	42%	78,450,000	120,000,000	167,250,000	134,929,564
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	234	57%	67,297,500	104,100,000	144,525,976	113,485,729
1 to 5 years	119	29%	60,000,000	90,000,000	120,000,000	104,823,069
6 years or more	58	14%	83,319,000	124,000,000	193,000,000	155,927,832
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	173	41%	55,000,000	80,000,000	118,500,000	97,240,982
1 to 5 years	166	39%	70,000,000	118,900,000	160,500,000	123,430,899
6 years or more	87	20%	90,000,000	132,000,000	194,805,200	150,923,504
<b>PROGRAM MANAGEMENT</b>						
None	129	30%	54,500,000	75,880,000	129,560,000	97,207,844
1 to 5 years	187	44%	71,000,000	104,523,792	146,103,904	121,291,063
6 years or more	108	25%	79,250,000	120,000,000	192,000,000	141,703,612
<b>EARNED VALUE MANAGEMENT</b>						
None	90	21%	55,000,000	85,633,500	132,000,000	99,113,406
1 to 5 years	210	49%	60,000,000	96,000,000	138,500,000	107,077,076
6 years or more	127	30%	86,000,000	120,000,000	176,000,000	148,538,884
<b>LEAN PROJECT MANAGEMENT</b>						
None	198	47%	68,750,000	103,000,000	150,000,000	116,138,202
1 to 5 years	161	39%	60,700,000	96,000,000	133,000,000	110,094,029
6 years or more	58	14%	72,533,982	97,200,000	157,000,000	137,267,779
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	145	35%	60,000,000	102,000,000	140,000,000	109,529,266
1 to 5 years	157	37%	60,000,000	90,000,000	144,000,000	108,252,520
6 years or more	117	28%	84,500,000	120,000,000	188,916,000	144,139,101
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	159	38%	64,935,064	102,000,000	161,000,000	122,933,691
1 to 5 years	111	26%	57,600,000	87,267,000	121,873,752	100,036,230
6 years or more	151	36%	72,000,000	116,883,120	150,000,000	125,896,287
<b>RISK MANAGEMENT</b>						
None	55	13%	50,000,000	70,000,000	100,000,000	80,094,475
1 to 5 years	204	47%	60,000,000	95,500,000	132,500,000	104,599,466
6 years or more	171	40%	87,000,000	122,000,000	180,000,000	147,033,589
<b>CHANGE MANAGEMENT</b>						
None	61	14%	61,800,000	90,000,000	150,000,000	107,557,434
1 to 5 years	192	45%	60,000,000	92,500,000	122,000,000	100,863,815
6 years or more	170	40%	80,000,000	120,000,000	180,000,000	141,558,087
<b>RESOURCE MANAGEMENT</b>						
None	51	12%	55,000,000	110,000,000	150,000,000	114,932,768
1 to 5 years	180	42%	59,640,000	92,500,000	136,000,000	105,143,679
6 years or more	195	46%	72,000,000	116,883,120	160,000,000	129,898,778

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	13	3%	41,750,000	48,000,000	71,500,000	63,301,919
3 < 5 years	37	8%	46,500,000	60,000,000	97,000,000	70,987,595
5 < 10 years	180	40%	54,250,000	79,750,000	120,000,000	91,809,237
10 < 15 years	139	31%	84,292,000	120,000,000	160,000,000	134,531,002
15 < 20 years	59	13%	120,000,000	168,000,000	222,000,000	175,816,046
20 years or more	25	6%	109,200,000	180,000,000	230,000,000	174,152,000

### 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	11	2%	46,800,000	71,000,000	111,000,000	81,381,545
4-year college degree	115	25%	50,000,000	80,000,000	117,000,000	95,804,941
Master's degree	290	64%	72,000,000	120,000,000	160,250,000	129,372,253
Doctoral degree	30	7%	52,531,750	85,500,000	143,050,500	103,288,873

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	255	57%	64,935,064	96,000,000	140,000,000	115,143,221
No degree in PM	196	43%	68,500,000	111,500,000	156,000,000	121,864,099

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	371	82%	70,000,000	108,000,000	156,000,000	124,679,559
PMP for less than 1 year	5	1%	--	--	--	--
PMP for 1 < 5 years	173	48%	56,800,000	84,000,000	120,000,000	103,624,821
PMP for 5 < 10 years	141	39%	86,700,000	122,400,000	168,199,504	137,404,330
PMP for 10 < 20 years	44	12%	120,500,000	166,384,496	219,750,000	170,518,451
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP certification	82	18%	48,000,000	76,000,000	114,720,780	87,143,516

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	161	36%	66,500,000	99,758,968	144,000,000	111,031,593
5 to 9 days	110	25%	72,000,000	118,500,000	160,250,000	138,153,800
10 days or more	174	39%	60,000,000	96,000,000	147,318,380	113,387,817

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	320	73%	71,000,000	105,000,000	159,750,000	122,107,587
Female	117	27%	51,300,000	86,400,000	122,400,000	107,100,689

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	80	18%	70,000,000	104,500,000	163,838,000	122,125,130
Consulting	34	8%	69,870,000	100,000,000	137,250,000	108,183,209
Customer Service/Public Relations	2	*	--	--	--	--
Engineering	59	13%	58,800,000	80,000,000	120,000,000	100,604,854
Finance	1	*	--	--	--	--
Human Resources	4	1%	--	--	--	--
Information Technology/Information Systems	75	17%	67,100,000	96,000,000	138,000,000	106,244,878
Operations/Manufacturing	18	4%	70,750,000	122,002,968	182,750,000	137,200,330
Project Management Department or PMO	144	32%	71,250,000	106,000,000	164,250,000	131,649,565
Quality Management	4	1%	--	--	--	--
Research and Development	6	1%	--	--	--	--
Sales/Marketing	11	2%	62,010,000	96,000,000	134,866,880	101,768,240
Supply Chain Management/Logistics	4	1%	--	--	--	--
Training/Education	1	*	--	--	--	--
Other	10	2%	62,750,000	100,000,000	173,826,744	116,036,900

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	--	*	--	--	--	--
Business services	7	2%	--	--	--	--
Construction	34	8%	68,002,500	90,500,000	168,099,752	116,854,439
Consulting	35	8%	78,000,000	105,000,000	135,000,000	122,200,515
Engineering	58	13%	54,150,000	85,299,200	120,000,000	93,068,041
Financial services	30	7%	60,000,000	98,000,000	168,000,000	116,563,000
Food and beverage	8	2%	--	--	--	--
Government	25	6%	57,063,500	90,000,000	125,500,000	98,461,839
Healthcare	5	1%	--	--	--	--
Information technology	92	20%	62,670,000	96,750,000	143,183,500	108,030,536
Insurance	4	1%	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	18	4%	52,100,000	97,500,000	124,500,000	107,756,708
Pharmaceuticals	4	1%	--	--	--	--
Real estate	--	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	44	10%	112,500,000	178,000,000	220,000,000	170,363,423
Telecommunications	48	11%	59,640,000	95,000,000	156,000,000	129,511,583
Training/education	3	1%	--	--	--	--
Utility	8	2%	--	--	--	--
Other	30	7%	55,750,000	96,000,000	150,000,000	115,315,962

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	111	25%	70,000,000	120,000,000	168,000,000	137,206,755
Construction	119	26%	72,000,000	104,523,792	185,832,000	135,875,901
Engineering	155	34%	60,000,000	98,000,000	146,103,904	122,013,767
Information Technology	233	52%	62,940,000	96,000,000	138,000,000	113,041,974
Manufacturing	21	5%	74,500,000	110,000,000	157,500,000	125,622,674
Operations	86	19%	67,297,500	104,000,000	171,500,000	124,880,473
Quality Management	39	9%	56,000,000	94,000,000	156,000,000	144,392,176
Regulatory Compliance	36	8%	72,000,000	102,000,000	180,000,000	131,125,965
Research & Development	28	6%	57,900,000	118,441,560	150,000,000	115,418,494
Supply Chain Management/Logistics	24	5%	77,750,000	121,936,876	192,000,000	141,443,365
Other	29	6%	71,500,000	107,000,000	154,376,936	120,590,617

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	67	15%	60,000,000	84,000,000	130,000,000	104,097,825
100 to 299	50	11%	51,200,000	82,500,000	123,800,000	102,524,133
300 to 999	97	21%	66,700,000	100,000,000	144,000,000	114,549,265
1,000 to 2,499	78	17%	64,571,298	90,000,000	123,150,000	103,236,326
2,500 to 4,999	43	9%	60,000,000	96,000,000	150,000,000	110,461,386
5,000 to 9,999	45	10%	76,000,000	130,000,000	173,000,000	137,020,715
10,000 or more	73	16%	93,000,000	124,000,000	190,500,000	153,721,094

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	50	14%	52,000,000	72,000,000	122,100,000	87,120,700
5-9 people	132	37%	60,000,000	90,000,000	134,960,716	105,306,498
10-14 people	57	16%	62,300,000	96,000,000	153,000,000	112,461,932
15-19 people	27	8%	80,000,000	144,000,000	228,000,000	159,933,864
20 or more people	89	25%	96,000,000	120,000,000	194,000,000	142,530,055

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	58	13%	52,600,000	72,000,000	120,000,000	105,238,098
\$100,000 to \$499,999	122	28%	54,162,500	80,473,500	120,000,000	90,773,750
\$500,000 to \$999,999	66	15%	70,000,000	118,500,000	151,500,000	115,400,705
\$1 million to \$10 million	121	28%	77,000,000	107,000,000	148,500,000	123,292,600
More than \$10 million	64	15%	120,000,000	182,916,000	240,000,000	181,662,289

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	100	22%
Yes - Informal	163	36%
No	164	37%
Don't Know	22	5%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	84	32%
Yes - Informal	143	55%
No	29	11%
Don't Know	6	2%



### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	170	38%
Yes - Informal	159	36%
No	99	22%
Don't Know	16	4%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	28	6%	6	1%	412	92%
Director of Project Management Office (PMO)	1	2%	--	*	49	98%
Portfolio Manager	3	14%	--	*	19	86%
Program Manager	2	4%	4	7%	49	89%
Project Manager III	10	11%	--	*	80	89%
Project Manager II	2	2%	1	1%	79	96%
Project Manager I	5	9%	--	*	52	91%
Project Management Specialist	3	5%	1	2%	53	93%
Project Management Consultant	2	6%	--	*	31	94%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	12%	218	48%	169	37%
Director of Project Management Office (PMO)	7	14%	27	54%	18	36%
Portfolio Manager	4	18%	19	86%	9	41%
Program Manager	6	11%	29	52%	23	41%
Project Manager III	9	10%	46	51%	33	36%
Project Manager II	15	18%	42	51%	33	40%
Project Manager I	5	9%	25	43%	22	38%
Project Management Specialist	3	5%	18	31%	23	40%
Project Management Consultant	4	12%	12	36%	8	24%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	434	14.0	359	17.2
Director of Project Management Office (PMO)	49	16.0	39	15.0
Portfolio Manager	22	16.4	18	18.6
Program Manager	54	14.2	47	16.4
Project Manager III	86	14.9	72	19.4
Project Manager II	79	12.9	66	17.3
Project Manager I	56	12.4	45	17.5
Project Management Specialist	56	14.5	47	15.2
Project Management Consultant	32	11.8	25	17.3

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	138	31%	174	39%	45	10%
Director of Project Management Office (PMO)	20	41%	13	27%	8	16%
Portfolio Manager	11	50%	10	45%	2	9%
Program Manager	14	26%	24	44%	4	7%
Project Manager III	22	25%	39	44%	7	8%
Project Manager II	28	35%	29	36%	9	11%
Project Manager I	19	33%	21	37%	6	11%
Project Management Specialist	19	32%	17	29%	8	14%
Project Management Consultant	5	16%	21	68%	1	3%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	446	43.9	443	48.3
Director of Project Management Office (PMO)	50	44.1	49	48.3
Portfolio Manager	22	43.3	21	51.2
Program Manager	55	44.3	55	49.8
Project Manager III	90	43.5	89	46.5
Project Manager II	83	44.3	82	48.6
Project Manager I	56	43.6	57	48.4
Project Management Specialist	58	43.7	58	47.5
Project Management Consultant	32	44.5	32	48.6

## Annualized Salary by Position Description - Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	11	17%	110,000,000	132,000,000	204,000,000	160,988,194
Portfolio Manager	5	8%	--	--	--	--
Program Manager	7	11%	--	--	--	--
Project Manager III	13	20%	82,500,000	110,000,000	159,000,000	132,867,193
Project Manager II	9	14%	--	--	--	--
Project Manager I	6	9%	--	--	--	--
Project Management Specialist	8	12%	--	--	--	--
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)	39	10%	84,292,000	120,000,000	165,000,000	130,624,657
Portfolio Manager	17	4%	135,000,000	192,000,000	240,000,000	190,005,824
Program Manager	50	13%	70,250,000	120,000,000	180,000,000	129,294,221
Project Manager III	78	20%	65,350,000	116,000,000	150,000,000	127,225,876
Project Manager II	74	19%	62,450,000	96,000,000	141,550,500	114,239,488
Project Manager I	52	13%	47,100,000	71,000,000	96,000,000	77,713,282
Project Management Specialist	51	13%	65,000,000	84,000,000	148,753,872	111,664,901
Project Management Consultant	27	7%	57,600,000	72,000,000	130,000,000	88,697,970

# Costa Rica

Total Compensation (in Costa Rican Colones)					
COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	98	19,200,000	22,978,624	28,371,008	24,715,502
Total Compensation	98	20,663,390	24,000,000	30,212,500	25,876,620

Reported/Expected Change in Total Compensation over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	2	2%	Decrease	1	1%
Remained the same	20	20%	Remain the same	24	24%
Increased less than 1%	13	13%	Increase less than 1%	8	8%
Increased 1% to 2.9%	24	24%	Increase 1% to 2.9%	20	20%
Increased 3% to 3.9%	8	8%	Increase 3% to 3.9%	9	9%
Increased 4% to 4.9%	3	3%	Increase 4% to 4.9%	7	7%
Increased 5% to 6.9%	7	7%	Increase 5% to 6.9%	10	10%
Increased 7% to 9.9%	3	3%	Increase 7% to 9.9%	6	6%
Increased 10% to 14.9%	9	9%	Increase 10% to 14.9%	12	12%
Increased 15% to 19.9%	3	3%	Increase 15% to 19.9%	1	1%
Increased 20% to 24.9%	3	3%	Increase 20% to 24.9%	--	*
Increased 25% to 29.9%	1	1%	Increase 25% to 29.9%	--	*
Increased 30% or greater	2	2%	Increase 30% or greater	--	*

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	--	*	--	--	--	--
Portfolio Manager	--	*	--	--	--	--
Program Manager	--	*	--	--	--	--
Project Manager III	37	38%	21,600,000	24,000,000	36,687,518	28,676,484
Project Manager II	34	35%	21,525,000	23,700,000	28,138,508	24,732,863
Project Manager I	27	28%	14,400,000	19,200,000	24,000,000	19,265,627
Project Management Specialist	--	*	--	--	--	--
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 < 10 years	18	18%	16,341,585	20,000,000	24,000,000	20,927,115
10 < 15 years	25	26%	20,080,000	23,345,800	26,690,939	24,299,010
15 < 20 years	33	34%	18,690,000	24,000,000	32,087,750	25,955,004
20 years or more	22	22%	21,825,000	24,000,000	30,410,258	26,429,126

Annualized Salary by Technique Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	22	23%	18,000,000	21,450,000	26,287,500	22,418,753
1 to 5 years	63	66%	20,000,000	24,000,000	31,400,000	26,021,334
6 years or more	10	11%	18,150,000	23,100,000	28,371,008	22,686,403
<b>EXTREME PROJECT MANAGEMENT</b>						
None	63	67%	19,656,020	23,400,000	29,484,030	25,263,705
1 to 5 years	19	20%	18,900,000	21,600,000	24,000,000	20,733,250
6 years or more	12	13%	22,200,000	31,570,516	36,771,277	29,789,626
<b>PROCESS BASED PROJECT MANAGEMENT</b>						
None	21	22%	18,000,000	23,157,248	26,574,939	24,638,516
1 to 5 years	47	49%	19,200,000	22,358,722	26,000,000	23,138,428
6 years or more	27	28%	21,600,000	26,000,000	36,000,000	27,907,618
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	60	64%	20,250,000	24,000,000	29,796,008	25,833,527
1 to 5 years	27	29%	19,200,000	21,600,000	26,232,000	23,029,455
6 years or more	7	7%	--	--	--	--
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	47	49%	19,200,000	23,345,800	27,690,000	24,724,119
1 to 5 years	41	43%	20,000,000	22,520,000	28,542,015	24,899,197
6 years or more	7	7%	--	--	--	--
<b>PROGRAM MANAGEMENT</b>						
None	32	34%	18,000,000	21,856,511	25,582,500	22,295,172
1 to 5 years	48	51%	20,000,000	23,700,000	30,000,000	25,719,442
6 years or more	14	15%	21,750,000	28,742,015	35,463,759	28,217,281
<b>EARNED VALUE MANAGEMENT</b>						
None	43	47%	19,200,000	22,750,000	27,600,000	23,773,192
1 to 5 years	33	36%	18,690,000	22,358,722	24,000,000	23,250,181
6 years or more	16	17%	21,250,000	33,100,000	37,113,759	30,882,339
<b>LEAN PROJECT MANAGEMENT</b>						
None	46	49%	18,000,000	22,978,624	30,275,000	25,449,271
1 to 5 years	34	37%	21,200,000	23,400,000	26,422,500	24,968,154
6 years or more	13	14%	20,700,000	22,000,000	29,600,000	24,759,769
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	38	40%	19,914,005	22,953,624	26,287,470	23,623,629
1 to 5 years	43	46%	19,200,000	24,000,000	29,900,000	25,166,632
6 years or more	13	14%	18,450,000	22,800,000	36,687,518	27,935,199
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	24	26%	18,000,000	21,300,000	27,200,000	22,549,837
1 to 5 years	36	39%	20,040,000	23,278,624	27,554,970	24,078,686
6 years or more	33	35%	21,800,000	24,000,000	35,760,000	28,130,663
<b>RISK MANAGEMENT</b>						
None	17	18%	14,700,000	22,113,022	25,000,000	22,083,064
1 to 5 years	50	53%	19,800,000	22,439,361	26,461,470	23,973,526
6 years or more	28	29%	21,600,000	25,000,000	36,390,000	28,247,581
<b>CHANGE MANAGEMENT</b>						
None	16	17%	18,540,000	22,775,000	24,000,000	21,896,448
1 to 5 years	46	48%	17,750,000	22,229,361	27,622,500	23,899,123
6 years or more	34	35%	19,914,005	24,000,000	36,130,000	27,344,642
<b>RESOURCE MANAGEMENT</b>						
None	11	12%	18,000,000	22,113,022	27,149,878	22,049,176
1 to 5 years	50	54%	18,945,000	22,056,511	26,000,000	23,018,112
6 years or more	32	34%	21,725,000	25,390,000	36,771,277	28,924,191

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	10	10%	16,191,585	17,400,000	24,787,470	19,270,866
3 < 5 years	15	15%	14,400,000	20,000,000	22,358,722	19,147,817
5 < 10 years	45	46%	20,028,010	22,750,000	26,000,000	23,987,644
10 < 15 years	21	21%	23,260,000	30,000,000	36,260,000	30,395,884
15 < 20 years	5	5%	--	--	--	--
20 years or more	2	2%	--	--	--	--

### Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	--	*	--	--	--	--
Some college or Associate's degree	5	5%	--	--	--	--
4-year college degree	34	35%	16,950,000	22,439,361	28,242,500	23,670,606
Master's degree	59	60%	20,000,000	24,000,000	29,484,030	25,442,998
Doctoral degree	--	*	--	--	--	--

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	51	52%	19,200,000	22,800,000	26,000,000	24,217,244
No degree in PM	47	48%	18,900,000	23,345,800	31,200,000	25,256,165

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	59	60%	21,600,000	25,798,526	32,975,500	27,699,538
PMP for less than 1 year	1	2%	--	--	--	--
PMP for 1 < 5 years	32	55%	20,520,000	23,278,624	31,050,000	25,954,528
PMP for 5 < 10 years	18	31%	23,687,500	28,742,015	37,400,000	30,537,819
PMP for 10 < 20 years	7	12%	--	--	--	--
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP certification	39	40%	16,800,000	20,400,000	23,345,800	20,201,191

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	35	36%	18,180,000	22,113,022	27,149,878	23,279,772
5 to 9 days	27	28%	21,600,000	24,000,000	30,000,000	27,156,445
10 days or more	36	37%	18,300,000	22,056,511	29,500,000	24,280,643

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	58	60%	20,120,000	24,000,000	32,199,649	26,760,216
Female	38	40%	17,750,000	21,600,000	25,212,500	21,553,017

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	12	12%	17,175,000	20,100,000	27,487,470	22,848,952
Consulting	4	4%	--	--	--	--
Customer Service/Public Relations	--	*	--	--	--	--
Engineering	8	8%	--	--	--	--
Finance	--	*	--	--	--	--
Human Resources	1	1%	--	--	--	--
Information Technology/Information Systems	26	27%	18,720,000	23,278,624	30,485,258	25,011,031
Operations/Manufacturing	1	1%	--	--	--	--
Project Management Department or PMO	38	39%	22,075,000	24,500,000	31,250,000	27,172,952
Quality Management	1	1%	--	--	--	--
Research and Development	1	1%	--	--	--	--
Sales/Marketing	1	1%	--	--	--	--
Supply Chain Management/Logistics	2	2%	--	--	--	--
Training/Education	1	1%	--	--	--	--
Other	2	2%	--	--	--	--

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	--	*	--	--	--	--
Business services	1	1%	--	--	--	--
Construction	8	8%	--	--	--	--
Consulting	3	3%	--	--	--	--
Engineering	5	5%	--	--	--	--
Financial services	8	8%	--	--	--	--
Food and beverage	1	1%	--	--	--	--
Government	4	4%	--	--	--	--
Healthcare	4	4%	--	--	--	--
Information technology	50	51%	19,800,000	23,251,524	28,371,008	24,953,637
Insurance	--	*	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	6	6%	--	--	--	--
Pharmaceuticals	--	*	--	--	--	--
Real estate	--	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	--	*	--	--	--	--
Telecommunications	3	3%	--	--	--	--
Training/education	1	1%	--	--	--	--
Utility	1	1%	--	--	--	--
Other	3	3%	--	--	--	--

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	30	31%	21,225,000	22,960,000	26,871,008	24,353,585
Construction	12	12%	15,750,000	20,880,000	34,800,000	24,655,516
Engineering	20	21%	17,091,585	20,080,000	25,374,000	22,631,159
Information Technology	64	66%	21,600,000	24,000,000	29,975,000	26,255,972
Manufacturing	7	7%	--	--	--	--
Operations	21	22%	20,650,000	23,157,248	27,858,015	24,824,967
Quality Management	7	7%	--	--	--	--
Regulatory Compliance	6	6%	--	--	--	--
Research & Development	7	7%	--	--	--	--
Supply Chain Management/Logistics	10	10%	16,950,000	23,116,000	36,690,000	25,144,200
Other	5	5%	--	--	--	--

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	8	8%	--	--	--	--
100 to 299	23	23%	18,000,000	22,358,722	29,484,030	23,374,422
300 to 999	15	15%	17,000,000	24,000,000	31,941,032	24,396,402
1,000 to 2,499	14	14%	19,200,000	22,425,000	27,350,000	23,805,021
2,500 to 4,999	6	6%	--	--	--	--
5,000 to 9,999	3	3%	--	--	--	--
10,000 or more	29	30%	21,600,000	25,798,526	32,149,018	27,737,623

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	14	17%	14,500,000	22,350,000	26,871,008	23,479,042
5-9 people	36	44%	20,550,000	24,000,000	30,900,000	25,271,278
10-14 people	22	27%	21,240,000	24,000,000	30,712,532	25,955,777
15-19 people	1	1%	--	--	--	--
20 or more people	8	10%	--	--	--	--

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	23	26%	19,200,000	22,358,722	24,780,000	23,199,219
\$100,000 to \$499,999	31	36%	18,000,000	23,345,800	34,398,036	25,385,227
\$500,000 to \$999,999	16	18%	18,300,000	23,400,000	34,000,000	26,558,786
\$1 million to \$10 million	16	18%	20,000,000	21,800,000	29,400,000	24,553,791
More than \$10 million	1	1%	--	--	--	--

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	39	40%
Yes - Informal	31	32%
No	23	23%
Don't Know	5	5%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	23	33%
Yes - Informal	29	41%
No	10	14%
Don't Know	8	11%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	43	44%
Yes - Informal	34	35%
No	16	16%
Don't Know	5	5%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	7	7%	9	9%	83	85%
Director of Project Management Office (PMO)	--	*	--	*	--	*
Portfolio Manager	--	*	--	*	--	*
Program Manager	--	*	--	*	--	*
Project Manager III	1	3%	4	11%	32	86%
Project Manager II	4	12%	4	12%	27	79%
Project Manager I	2	7%	1	4%	24	89%
Project Management Specialist	--	*	--	*	--	*
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	11%	25	26%	63	64%
Director of Project Management Office (PMO)	--	*	--	*	--	*
Portfolio Manager	--	*	--	*	--	*
Program Manager	--	*	--	*	--	*
Project Manager III	4	11%	13	35%	25	68%
Project Manager II	4	12%	7	21%	22	65%
Project Manager I	3	11%	5	19%	16	59%
Project Management Specialist	--	*	--	*	--	*
Project Management Consultant	--	*	--	*	--	*

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	96	11.1	88	14.2
Director of Project Management Office (PMO)	--	--	--	--
Portfolio Manager	--	--	--	--
Program Manager	--	--	--	--
Project Manager III	35	11.1	34	14.9
Project Manager II	34	9.8	31	13.8
Project Manager I	27	12.7	23	13.5
Project Management Specialist	--	--	--	--
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	25	26%	36	38%	16	17%
Director of Project Management Office (PMO)	--	*	--	*	--	*
Portfolio Manager	--	*	--	*	--	*
Program Manager	--	*	--	*	--	*
Project Manager III	9	24%	14	38%	8	22%
Project Manager II	8	24%	14	42%	4	12%
Project Manager I	8	31%	8	31%	4	15%
Project Management Specialist	--	*	--	*	--	*
Project Management Consultant	--	*	--	*	--	*

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	98	42.0	96	45.6
Director of Project Management Office (PMO)	--	--	--	--
Portfolio Manager	--	--	--	--
Program Manager	--	--	--	--
Project Manager III	37	41.6	37	46.3
Project Manager II	34	42.1	34	45.1
Project Manager I	27	42.3	25	45.4
Project Management Specialist	--	--	--	--
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)	--	*	--	--	--	--
Portfolio Manager	--	*	--	--	--	--
Program Manager	--	*	--	--	--	--
Project Manager III	1	14%	--	--	--	--
Project Manager II	3	43%	--	--	--	--
Project Manager I	3	43%	--	--	--	--
Project Management Specialist	--	*	--	--	--	--
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	--	*	--	--	--	--
Program Manager	--	*	--	--	--	--
Project Manager III	36	40%	21,700,000	24,500,000	36,771,277	28,973,053
Project Manager II	31	34%	21,600,000	24,000,000	29,484,030	25,236,044
Project Manager I	24	26%	14,400,000	18,600,000	23,789,312	18,823,830
Project Management Specialist	--	*	--	--	--	--
Project Management Consultant	--	*	--	--	--	--

# Ecuador

Total Compensation (in U.S. Dollars)					
COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	153	24,500	35,000	44,200	36,626
Total Compensation	153	27,000	38,000	50,000	42,326

Reported/Expected Change in Total Compensation over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	13	8%	Decrease	2	1%
Remained the same	70	46%	Remain the same	41	27%
Increased less than 1%	12	8%	Increase less than 1%	10	7%
Increased 1% to 2.9%	18	12%	Increase 1% to 2.9%	20	13%
Increased 3% to 3.9%	7	5%	Increase 3% to 3.9%	14	9%
Increased 4% to 4.9%	4	3%	Increase 4% to 4.9%	7	5%
Increased 5% to 6.9%	5	3%	Increase 5% to 6.9%	11	7%
Increased 7% to 9.9%	4	3%	Increase 7% to 9.9%	9	6%
Increased 10% to 14.9%	8	5%	Increase 10% to 14.9%	16	10%
Increased 15% to 19.9%	2	1%	Increase 15% to 19.9%	5	3%
Increased 20% to 24.9%	4	3%	Increase 20% to 24.9%	6	4%
Increased 25% to 29.9%	1	1%	Increase 25% to 29.9%	4	3%
Increased 30% or greater	5	3%	Increase 30% or greater	8	5%

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	17	11%	28,800	36,000	51,500	44,733
Portfolio Manager	9	6%	--	--	--	--
Program Manager	17	11%	27,900	36,000	47,750	38,163
Project Manager III	26	17%	30,000	39,300	45,000	38,849
Project Manager II	25	16%	30,000	36,000	43,000	35,888
Project Manager I	32	21%	21,430	24,500	34,500	27,695
Project Management Specialist	15	10%	20,112	25,000	38,400	30,069
Project Management Consultant	12	8%	14,000	32,174	39,000	29,894

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	3	2%	--	--	--	--
5 < 10 years	27	18%	21,600	30,000	36,456	30,681
10 < 15 years	41	27%	24,000	30,000	36,400	32,219
15 < 20 years	27	18%	26,400	36,000	45,600	39,455
20 years or more	53	35%	30,000	40,000	49,000	43,796

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	46	32%	23,544	30,300	42,612	33,656
1 to 5 years	74	51%	28,200	36,000	44,550	38,631
6 years or more	25	17%	24,500	36,000	44,400	37,096
<b>EXTREME PROJECT MANAGEMENT</b>						
None	79	55%	24,000	33,600	42,000	34,696
1 to 5 years	39	27%	24,000	30,600	43,200	33,738
6 years or more	26	18%	30,000	45,000	51,250	46,596
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	23	16%	24,000	30,000	40,000	32,774
1 to 5 years	62	42%	23,850	33,000	43,725	34,778
6 years or more	61	42%	28,200	36,000	49,000	40,808
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	70	49%	24,000	33,300	42,150	35,059
1 to 5 years	36	25%	23,475	30,000	40,000	33,340
6 years or more	36	25%	30,950	39,300	50,000	43,786
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	53	37%	24,000	30,000	39,800	32,186
1 to 5 years	54	38%	24,750	33,800	42,250	36,064
6 years or more	35	25%	30,000	42,000	50,000	43,954
<b>PROGRAM MANAGEMENT</b>						
None	41	28%	24,500	36,000	41,000	35,525
1 to 5 years	60	41%	24,000	33,294	44,175	34,930
6 years or more	46	31%	26,850	36,000	48,500	40,608
<b>EARNED VALUE MANAGEMENT</b>						
None	32	22%	20,484	25,500	39,750	33,517
1 to 5 years	59	41%	26,000	34,000	40,000	34,476
6 years or more	54	37%	27,450	39,300	48,500	40,824
<b>LEAN PROJECT MANAGEMENT</b>						
None	61	42%	23,700	32,000	43,000	35,382
1 to 5 years	52	36%	25,856	36,000	43,375	36,992
6 years or more	31	22%	27,000	36,000	45,600	37,690
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	41	29%	21,420	28,560	39,000	32,785
1 to 5 years	57	40%	25,500	36,000	42,500	37,245
6 years or more	45	31%	30,000	39,600	48,000	40,224
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	48	33%	23,550	32,494	42,750	35,834
1 to 5 years	44	31%	22,800	30,000	41,500	36,449
6 years or more	52	36%	30,000	36,000	45,450	37,844
<b>RISK MANAGEMENT</b>						
None	17	12%	21,800	36,000	39,800	34,890
1 to 5 years	63	43%	24,000	30,000	39,000	33,573
6 years or more	65	45%	27,000	36,456	48,000	39,925
<b>CHANGE MANAGEMENT</b>						
None	28	19%	20,584	26,520	37,800	29,296
1 to 5 years	61	42%	24,000	32,987	41,000	35,860
6 years or more	55	38%	28,560	39,600	45,600	40,326
<b>RESOURCE MANAGEMENT</b>						
None	13	9%	22,700	28,560	40,000	33,886
1 to 5 years	54	38%	23,825	32,000	40,000	33,122
6 years or more	76	53%	27,000	37,250	47,875	40,198

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	9	6%	--	--	--	--
3 < 5 years	10	7%	15,750	20,676	31,960	24,998
5 < 10 years	69	45%	25,404	32,700	42,000	35,104
10 < 15 years	45	29%	26,700	36,500	43,974	38,466
15 < 20 years	16	10%	36,600	42,300	59,625	52,160
20 years or more	4	3%	--	--	--	--

### Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	3	2%	--	--	--	--
Some college or Associate's degree	1	1%	--	--	--	--
4-year college degree	37	24%	24,500	32,987	39,800	34,254
Master's degree	110	72%	24,000	36,000	45,525	37,531
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	81	53%	25,000	36,000	43,750	36,270
No degree in PM	72	47%	24,000	34,300	44,436	37,027

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	118	77%	26,300	36,000	45,525	38,392
PMP for less than 1 year	--	*	--	--	--	--
PMP for 1 < 5 years	57	50%	24,000	32,000	42,750	35,345
PMP for 5 < 10 years	44	39%	30,000	39,300	45,312	39,145
PMP for 10 < 20 years	12	11%	42,000	43,950	57,500	52,108
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP certification	35	23%	20,112	27,000	36,000	30,672

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	53	35%	24,500	33,000	42,500	34,700
5 to 9 days	27	18%	24,000	33,000	46,000	34,238
10 days or more	72	47%	25,202	36,000	45,450	39,012

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	116	77%	25,202	36,000	45,375	38,212
Female	35	23%	24,000	27,600	39,600	31,862

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	30	20%	23,850	36,228	42,000	37,584
Consulting	13	8%	17,272	24,000	33,680	27,540
Customer Service/Public Relations	2	1%	--	--	--	--
Engineering	19	12%	25,808	35,000	38,400	36,390
Finance	4	3%	--	--	--	--
Human Resources	1	1%	--	--	--	--
Information Technology/Information Systems	23	15%	27,000	36,000	44,400	37,427
Operations/Manufacturing	5	3%	--	--	--	--
Project Management Department or PMO	42	27%	26,603	36,000	47,625	39,934
Quality Management	2	1%	--	--	--	--
Research and Development	2	1%	--	--	--	--
Sales/Marketing	4	3%	--	--	--	--
Supply Chain Management/Logistics	1	1%	--	--	--	--
Training/Education	--	*	--	--	--	--
Other	5	3%	--	--	--	--

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	2	1%	--	--	--	--
Business services	--	*	--	--	--	--
Construction	10	7%	14,625	36,250	43,800	33,500
Consulting	14	9%	23,000	30,000	36,000	30,666
Engineering	10	7%	29,700	35,500	41,250	40,800
Financial services	4	3%	--	--	--	--
Food and beverage	6	4%	--	--	--	--
Government	10	7%	15,636	23,087	31,074	26,397
Healthcare	2	1%	--	--	--	--
Information technology	36	24%	26,730	36,000	44,175	36,647
Insurance	1	1%	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	4	3%	--	--	--	--
Pharmaceuticals	2	1%	--	--	--	--
Real estate	--	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	14	9%	23,825	36,300	62,350	46,504
Telecommunications	25	16%	24,000	36,000	45,250	35,596
Training/education	1	1%	--	--	--	--
Utility	3	2%	--	--	--	--
Other	9	6%	--	--	--	--

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	42	28%	27,450	36,000	46,200	38,467
Construction	36	24%	24,000	35,500	49,900	40,179
Engineering	51	34%	26,490	36,456	48,000	40,639
Information Technology	77	51%	26,200	36,000	44,424	35,826
Manufacturing	11	7%	26,490	33,000	36,000	37,245
Operations	33	22%	24,000	30,000	45,300	34,363
Quality Management	14	9%	28,583	37,500	48,525	42,459
Regulatory Compliance	12	8%	31,710	46,550	58,750	45,465
Research & Development	13	9%	24,904	33,600	45,600	34,677
Supply Chain Management/Logistics	19	13%	25,000	32,700	42,000	35,856
Other	11	7%	23,300	27,000	42,000	32,059

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	37	24%	23,350	32,000	36,250	32,733
100 to 299	25	16%	25,800	36,000	42,750	38,468
300 to 999	28	18%	26,100	39,800	47,125	37,623
1,000 to 2,499	19	12%	22,400	36,456	45,600	37,171
2,500 to 4,999	12	8%	24,000	32,640	36,000	38,055
5,000 to 9,999	14	9%	23,310	26,520	48,750	35,756
10,000 or more	18	12%	29,123	41,600	50,000	39,669

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	19	15%	22,174	30,000	48,000	33,812
5-9 people	46	37%	24,750	30,000	40,500	33,772
10-14 people	24	20%	36,000	41,500	55,000	47,182
15-19 people	11	9%	28,800	35,000	45,600	40,275
20 or more people	23	19%	26,490	37,000	48,000	40,477

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	33	23%	15,000	26,400	34,494	27,743
\$100,000 to \$499,999	40	28%	26,423	36,000	40,000	35,888
\$500,000 to \$999,999	22	15%	30,000	36,000	43,500	38,405
\$1 million to \$10 million	39	27%	30,000	42,000	50,000	43,989
More than \$10 million	10	7%	24,000	37,600	60,225	43,367

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	31	20%
Yes - Informal	55	36%
No	54	36%
Don't Know	12	8%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	32	38%
Yes - Informal	37	44%
No	13	15%
Don't Know	3	4%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	46	31%
Yes - Informal	57	38%
No	40	27%
Don't Know	7	5%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	4	3%	4	3%	142	95%
Director of Project Management Office (PMO)	1	6%	--	*	16	94%
Portfolio Manager	--	*	--	*	9	100%
Program Manager	1	6%	--	*	15	94%
Project Manager III	--	*	1	4%	24	96%
Project Manager II	--	*	1	4%	24	96%
Project Manager I	2	6%	1	3%	28	90%
Project Management Specialist	--	*	--	*	15	100%
Project Management Consultant	--	*	1	8%	11	92%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	22%	86	56%	67	44%
Director of Project Management Office (PMO)	2	12%	13	76%	10	59%
Portfolio Manager	4	44%	9	100%	5	56%
Program Manager	6	35%	9	53%	12	71%
Project Manager III	8	31%	16	62%	12	46%
Project Manager II	6	24%	18	72%	12	48%
Project Manager I	4	13%	17	53%	8	25%
Project Management Specialist	2	13%	2	13%	5	33%
Project Management Consultant	2	17%	2	17%	3	25%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	143	16.1	134	20.2
Director of Project Management Office (PMO)	15	19.3	15	25.1
Portfolio Manager	9	12.2	9	16.9
Program Manager	16	17.3	15	20.8
Project Manager III	25	16.2	26	23.0
Project Manager II	24	15.9	22	20.1
Project Manager I	29	14.1	28	16.9
Project Management Specialist	14	17.1	10	17.0
Project Management Consultant	11	17.7	9	20.4

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	39	26%	34	23%	21	14%
Director of Project Management Office (PMO)	7	41%	5	29%	3	18%
Portfolio Manager	1	11%	2	22%	3	33%
Program Manager	3	18%	6	35%	3	18%
Project Manager III	6	23%	6	23%	2	8%
Project Manager II	5	20%	3	12%	5	20%
Project Manager I	9	30%	7	23%	3	10%
Project Management Specialist	6	40%	3	20%	--	*
Project Management Consultant	2	18%	2	18%	2	18%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	150	40.1	147	46.9
Director of Project Management Office (PMO)	17	39.1	16	45.7
Portfolio Manager	9	40.0	9	52.9
Program Manager	17	39.5	17	47.2
Project Manager III	25	39.7	26	47.9
Project Manager II	25	40.1	24	47.0
Project Manager I	31	40.6	29	45.4
Project Management Specialist	15	42.7	15	50.2
Project Management Consultant	11	38.5	11	40.7

## 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	5	18%	--	--	--	--
Program Manager	2	7%	--	--	--	--
Project Manager III	5	18%	--	--	--	--
Project Manager II	5	18%	--	--	--	--
Project Manager I	1	4%	--	--	--	--
Project Management Specialist	1	4%	--	--	--	--
Project Management Consultant	7	25%	--	--	--	--

## Annualized Salary by Position Description - Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	15	12%	30,600	36,000	48,000	42,431
Portfolio Manager	4	3%	--	--	--	--
Program Manager	15	12%	28,800	36,000	45,500	38,351
Project Manager III	21	17%	29,640	40,000	46,500	39,099
Project Manager II	20	16%	26,250	33,000	41,400	33,885
Project Manager I	31	25%	22,000	25,000	36,000	28,124
Project Management Specialist	14	11%	19,584	24,500	40,050	30,288
Project Management Consultant	5	4%	--	--	--	--



## Total Compensation (in Egyptian Pounds)

COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	231	170,000	250,000	360,000	300,387
Total Compensation	231	198,000	300,000	430,000	358,263

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

PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	7	3%	Decrease	6	3%
Remained the same	51	22%	Remain the same	23	10%
Increased less than 1%	4	2%	Increase less than 1%	2	1%
Increased 1% to 2.9%	10	4%	Increase 1% to 2.9%	14	6%
Increased 3% to 3.9%	7	3%	Increase 3% to 3.9%	6	3%
Increased 4% to 4.9%	7	3%	Increase 4% to 4.9%	8	3%
Increased 5% to 6.9%	12	5%	Increase 5% to 6.9%	19	8%
Increased 7% to 9.9%	29	13%	Increase 7% to 9.9%	32	14%
Increased 10% to 14.9%	43	19%	Increase 10% to 14.9%	56	24%
Increased 15% to 19.9%	20	9%	Increase 15% to 19.9%	28	12%
Increased 20% to 24.9%	16	7%	Increase 20% to 24.9%	15	6%
Increased 25% to 29.9%	4	2%	Increase 25% to 29.9%	7	3%
Increased 30% or greater	21	9%	Increase 30% or greater	15	6%

## Annualized Salary by Position Description

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	23	10%	240,000	350,000	540,000	442,036
Portfolio Manager	11	5%	240,000	340,000	600,000	398,818
Program Manager	39	17%	249,600	370,000	570,000	417,246
Project Manager III	39	17%	185,000	252,000	384,000	328,910
Project Manager II	36	16%	171,000	245,000	303,750	242,637
Project Manager I	38	16%	120,000	164,000	250,000	190,432
Project Management Specialist	32	14%	119,039	185,000	245,707	200,513
Project Management Consultant	13	6%	165,000	250,000	353,830	257,512

## Annualized Salary by Years of Work Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	1	*	--	--	--	--
3 < 5 years	2	1%	--	--	--	--
5 < 10 years	50	22%	119,680	180,000	241,902	192,995
10 < 15 years	79	34%	160,000	240,000	310,000	243,345
15 < 20 years	55	24%	210,000	324,000	480,000	362,247
20 years or more	44	19%	288,000	365,000	600,000	456,358

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	81	41%	156,600	240,000	344,209	272,079
1 to 5 years	76	39%	180,000	250,000	360,000	290,136
6 years or more	39	20%	180,000	350,000	500,000	408,991
<b>EXTREME PROJECT MANAGEMENT</b>						
None	69	35%	165,600	240,000	354,403	288,589
1 to 5 years	72	36%	180,000	250,000	320,500	266,614
6 years or more	57	29%	191,000	350,000	500,000	387,236
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	33	16%	125,000	190,000	249,800	249,041
1 to 5 years	91	45%	160,000	224,000	338,100	262,210
6 years or more	80	39%	226,500	312,000	435,000	368,143
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	119	63%	180,000	250,000	360,000	303,677
1 to 5 years	47	25%	150,000	240,000	420,000	305,704
6 years or more	23	12%	156,000	240,000	360,000	320,701
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	83	43%	144,000	221,000	315,513	251,382
1 to 5 years	65	34%	180,000	249,600	360,000	282,830
6 years or more	45	23%	191,000	350,000	585,000	423,009
<b>PROGRAM MANAGEMENT</b>						
None	58	30%	143,000	193,500	252,500	213,707
1 to 5 years	82	42%	180,000	251,000	362,500	307,100
6 years or more	55	28%	210,000	360,000	555,000	410,279
<b>EARNED VALUE MANAGEMENT</b>						
None	47	24%	160,000	211,987	348,806	271,593
1 to 5 years	89	45%	180,000	240,000	337,050	279,240
6 years or more	62	31%	180,000	305,000	447,000	361,784
<b>LEAN PROJECT MANAGEMENT</b>						
None	106	56%	162,400	240,000	360,000	277,623
1 to 5 years	50	27%	183,750	251,000	402,000	330,261
6 years or more	32	17%	165,000	276,000	405,000	337,288
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	98	51%	160,000	229,250	360,000	289,794
1 to 5 years	63	33%	200,000	252,000	360,000	298,750
6 years or more	32	17%	185,000	305,000	480,000	378,397
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	72	37%	168,000	240,000	349,701	275,042
1 to 5 years	61	31%	142,000	200,000	300,000	241,194
6 years or more	64	32%	214,490	355,000	474,000	395,993
<b>RISK MANAGEMENT</b>						
None	32	16%	141,700	200,000	345,604	257,919
1 to 5 years	99	50%	180,000	240,000	315,513	268,740
6 years or more	68	34%	180,000	317,500	495,000	373,767
<b>CHANGE MANAGEMENT</b>						
None	22	11%	131,700	195,200	300,000	214,003
1 to 5 years	94	47%	180,000	240,000	351,314	267,363
6 years or more	82	41%	180,000	300,000	485,000	367,470
<b>RESOURCE MANAGEMENT</b>						
None	12	6%	164,400	210,000	375,951	306,417
1 to 5 years	88	44%	144,600	210,000	300,000	241,839
6 years or more	102	50%	200,000	300,000	446,500	359,186

### 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	38	16%	120,000	185,000	270,000	208,514
5 < 10 years	107	46%	160,000	240,000	300,000	261,819
10 < 15 years	51	22%	222,000	348,806	444,000	388,260
15 < 20 years	16	7%	300,000	390,000	600,000	458,375
20 years or more	10	4%	275,000	535,000	611,875	460,750

### Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	--	*	--	--	--	--
Some college or Associate's degree	14	6%	152,400	225,994	375,000	241,656
4-year college degree	149	65%	160,000	247,609	339,050	285,691
Master's degree	56	24%	186,500	289,000	440,500	343,295
Doctoral degree	12	5%	145,500	330,000	452,500	351,133

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	102	45%	166,000	250,000	391,433	304,173
No degree in PM	127	55%	180,000	250,000	360,000	300,265

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	220	95%	180,000	250,000	360,000	302,888
PMP for less than 1 year	1	*	--	--	--	--
PMP for 1 < 5 years	120	57%	141,000	210,994	324,000	254,582
PMP for 5 < 10 years	66	31%	228,081	290,000	443,500	356,398
PMP for 10 < 20 years	24	11%	244,500	350,000	566,250	421,134
PMP for 20+ years	1	*	--	--	--	--
Do not have a PMP certification	11	5%	132,000	200,000	300,000	250,364

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	90	41%	166,800	250,000	360,000	303,767
5 to 9 days	49	23%	180,000	252,000	420,000	305,802
10 days or more	78	36%	180,000	240,000	340,680	292,004

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	188	86%	180,000	250,000	360,000	309,757
Female	30	14%	153,600	191,000	350,000	246,152

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	16	7%	120,000	165,000	300,000	244,703
Consulting	11	5%	120,000	280,000	600,000	397,611
Customer Service/Public Relations	--	*	--	--	--	--
Engineering	44	19%	141,000	210,500	333,250	249,747
Finance	--	*	--	--	--	--
Human Resources	2	1%	--	--	--	--
Information Technology/Information Systems	30	13%	158,400	250,000	352,500	308,900
Operations/Manufacturing	10	4%	145,800	305,000	610,000	409,239
Project Management Department or PMO	106	46%	194,250	276,000	388,000	314,807
Quality Management	3	1%	--	--	--	--
Research and Development	1	*	--	--	--	--
Sales/Marketing	2	1%	--	--	--	--
Supply Chain Management/Logistics	--	*	--	--	--	--
Training/Education	1	*	--	--	--	--
Other	5	2%	--	--	--	--

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	--	*	--	--	--	--
Business services	1	*	--	--	--	--
Construction	56	24%	160,000	243,805	355,000	272,111
Consulting	13	6%	167,500	280,000	353,830	272,974
Engineering	30	13%	149,100	200,000	360,000	269,222
Financial services	11	5%	200,000	300,000	480,000	405,474
Food and beverage	2	1%	--	--	--	--
Government	3	1%	--	--	--	--
Healthcare	1	*	--	--	--	--
Information technology	46	20%	190,250	245,000	360,000	327,347
Insurance	--	*	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	5	2%	--	--	--	--
Pharmaceuticals	--	*	--	--	--	--
Real estate	9	4%	--	--	--	--
Resources (Agriculture, Mining, etc.)	12	5%	141,000	240,000	307,500	253,625
Telecommunications	26	11%	180,000	269,000	423,385	337,366
Training/education	1	*	--	--	--	--
Utility	2	1%	--	--	--	--
Other	13	6%	108,500	240,000	428,000	271,547

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	35	15%	192,000	300,000	480,000	370,692
Construction	96	42%	152,500	243,805	359,713	286,204
Engineering	66	29%	166,800	230,500	360,000	294,555
Information Technology	87	38%	200,000	264,000	420,000	333,768
Manufacturing	14	6%	177,500	275,000	413,750	311,700
Operations	30	13%	174,000	295,800	443,500	360,742
Quality Management	14	6%	198,500	312,757	382,500	302,687
Regulatory Compliance	6	3%	--	--	--	--
Research & Development	15	7%	222,000	300,000	420,000	320,127
Supply Chain Management/ Logistics	4	2%	--	--	--	--
Other	12	5%	146,700	216,000	378,933	245,119

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	36	16%	200,000	251,000	369,000	293,008
100 to 299	22	10%	180,000	248,805	352,000	299,978
300 to 999	47	20%	185,000	280,000	360,000	295,191
1,000 to 2,499	32	14%	157,800	231,982	322,500	275,949
2,500 to 4,999	20	9%	113,500	169,000	345,000	268,112
5,000 to 9,999	20	9%	115,125	240,000	314,135	257,391
10,000 or more	54	23%	175,000	245,000	450,000	352,354

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	27	15%	120,000	190,000	300,000	223,235
5-9 people	39	22%	144,000	222,000	372,000	301,424
10-14 people	33	18%	196,000	300,000	374,289	313,005
15-19 people	19	10%	160,000	211,987	300,000	252,347
20 or more people	63	35%	240,000	315,513	456,000	385,616

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	19	9%	130,000	168,000	222,000	183,919
\$100,000 to \$499,999	38	18%	198,750	264,000	411,000	330,719
\$500,000 to \$999,999	30	14%	189,000	250,000	337,500	306,291
\$1 million to \$10 million	61	29%	161,600	250,000	372,000	283,089
More than \$10 million	59	29%	190,000	300,000	480,000	368,710

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	66	29%
Yes - Informal	95	42%
No	42	19%
Don't Know	22	10%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	40	25%
Yes - Informal	83	53%
No	19	12%
Don't Know	16	10%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	80	36%
Yes - Informal	77	35%
No	56	25%
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	14	6%	6	3%	197	91%
Director of Project Management Office (PMO)	3	14%	1	5%	18	82%
Portfolio Manager	--	*	--	*	11	100%
Program Manager	3	8%	4	11%	31	84%
Project Manager III	--	*	1	3%	35	97%
Project Manager II	3	9%	--	*	30	91%
Project Manager I	1	3%	--	*	34	97%
Project Management Specialist	2	7%	--	*	28	93%
Project Management Consultant	2	17%	--	*	10	83%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	63%	141	63%	79	35%
Director of Project Management Office (PMO)	16	73%	13	59%	6	27%
Portfolio Manager	5	45%	7	64%	7	64%
Program Manager	26	67%	29	74%	17	44%
Project Manager III	24	65%	22	59%	13	35%
Project Manager II	28	78%	22	61%	8	22%
Project Manager I	19	53%	23	64%	13	36%
Project Management Specialist	16	52%	18	58%	12	39%
Project Management Consultant	7	58%	7	58%	3	25%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	206	21.2	208	30.3
Director of Project Management Office (PMO)	20	21.3	19	28.4
Portfolio Manager	9	23.2	11	31.4
Program Manager	35	22.1	36	31.6
Project Manager III	34	19.1	35	28.5
Project Manager II	34	21.5	33	31.8
Project Manager I	33	21.4	34	31.5
Project Management Specialist	32	22.6	31	30.1
Project Management Consultant	9	16.2	9	26.4

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	75	35%	26	12%	24	11%
Director of Project Management Office (PMO)	6	27%	4	18%	1	5%
Portfolio Manager	3	27%	2	18%	3	27%
Program Manager	11	29%	8	21%	5	13%
Project Manager III	11	32%	3	9%	5	15%
Project Manager II	15	43%	2	6%	1	3%
Project Manager I	15	44%	4	12%	3	9%
Project Management Specialist	9	29%	2	6%	5	16%
Project Management Consultant	5	45%	1	9%	1	9%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	224	41.7	217	47.9
Director of Project Management Office (PMO)	23	41.4	21	48.1
Portfolio Manager	11	40.3	11	49.0
Program Manager	39	40.9	38	48.5
Project Manager III	38	41.3	36	51.0
Project Manager II	35	40.8	35	45.7
Project Manager I	35	42.7	34	46.6
Project Management Specialist	32	42.8	32	47.3
Project Management Consultant	11	43.5	10	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)	6	14%	--	--	--	--
Portfolio Manager	3	7%	--	--	--	--
Program Manager	7	17%	--	--	--	--
Project Manager III	11	26%	240,000	300,000	444,000	396,939
Project Manager II	4	10%	--	--	--	--
Project Manager I	4	10%	--	--	--	--
Project Management Specialist	5	12%	--	--	--	--
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)	17	9%	270,000	348,418	510,000	404,584
Portfolio Manager	8	4%	--	--	--	--
Program Manager	32	17%	267,000	420,000	570,000	425,644
Project Manager III	28	15%	159,300	222,000	378,000	302,185
Project Manager II	32	17%	162,000	237,928	303,750	237,185
Project Manager I	34	18%	120,000	180,000	250,500	197,541
Project Management Specialist	27	14%	120,000	192,000	290,000	211,831
Project Management Consultant	11	6%	180,000	250,000	348,806	247,969

# France

## Total Compensation (in European Union Euros)

COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	792	50,000	60,000	73,000	64,628
Total Compensation	792	54,767	66,000	81,257	72,066

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

PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	22	3%	Decrease	13	2%
Remained the same	190	24%	Remain the same	164	21%
Increased less than 1%	66	8%	Increase less than 1%	77	10%
Increased 1% to 2.9%	248	31%	Increase 1% to 2.9%	271	34%
Increased 3% to 3.9%	83	10%	Increase 3% to 3.9%	96	12%
Increased 4% to 4.9%	40	5%	Increase 4% to 4.9%	38	5%
Increased 5% to 6.9%	37	5%	Increase 5% to 6.9%	48	6%
Increased 7% to 9.9%	35	4%	Increase 7% to 9.9%	33	4%
Increased 10% to 14.9%	37	5%	Increase 10% to 14.9%	28	4%
Increased 15% to 19.9%	12	2%	Increase 15% to 19.9%	9	1%
Increased 20% to 24.9%	8	1%	Increase 20% to 24.9%	6	1%
Increased 25% to 29.9%	4	1%	Increase 25% to 29.9%	2	*
Increased 30% or greater	10	1%	Increase 30% or greater	7	1%

## Annualized Salary by Position Description

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	42	5%	58,750	72,500	87,379	78,340
Portfolio Manager	52	7%	60,000	70,000	78,750	73,221
Program Manager	137	17%	57,000	68,000	84,360	74,451
Project Manager III	172	22%	55,000	65,000	73,750	65,565
Project Manager II	181	23%	47,000	55,000	64,055	57,554
Project Manager I	81	10%	44,000	52,000	60,000	54,661
Project Management Specialist	43	5%	45,000	54,500	68,000	57,754
Project Management Consultant	84	11%	47,250	63,440	72,000	62,887

## Annualized Salary by Years of Work Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	11	1%	34,200	39,000	40,000	40,745
3 < 5 years	10	1%	36,750	41,000	43,250	40,520
5 < 10 years	90	11%	42,000	47,000	58,000	50,319
10 < 15 years	172	22%	48,000	55,000	65,750	58,917
15 < 20 years	157	20%	52,000	61,000	70,000	63,812
20 years or more	352	44%	58,000	68,980	80,000	72,873



## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	229	30%	48,000	58,000	71,850	62,682
1 to 5 years	387	51%	50,000	60,000	71,700	63,403
6 years or more	142	19%	55,150	65,500	80,000	70,917
<b>EXTREME PROJECT MANAGEMENT</b>						
None	531	71%	50,000	60,000	72,000	63,366
1 to 5 years	139	19%	48,000	58,000	70,000	61,668
6 years or more	75	10%	60,000	70,000	85,000	77,732
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	185	25%	50,000	60,000	74,000	65,006
1 to 5 years	243	32%	46,000	55,000	67,000	58,864
6 years or more	324	43%	55,000	64,741	77,904	68,819
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	533	73%	50,000	60,000	72,000	63,684
1 to 5 years	120	16%	46,800	57,975	70,000	60,950
6 years or more	78	11%	60,000	69,480	82,750	74,811
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	325	43%	48,000	56,600	67,000	58,491
1 to 5 years	252	33%	50,000	62,000	72,750	65,373
6 years or more	183	24%	60,000	70,000	84,137	74,281
<b>PROGRAM MANAGEMENT</b>						
None	226	30%	45,600	53,110	64,035	55,887
1 to 5 years	284	37%	50,000	60,000	71,000	63,149
6 years or more	249	33%	59,000	69,000	83,000	74,136
<b>EARNED VALUE MANAGEMENT</b>						
None	261	35%	48,000	58,000	69,300	59,689
1 to 5 years	316	42%	49,895	60,000	70,000	62,229
6 years or more	174	23%	60,000	70,000	86,000	75,763
<b>LEAN PROJECT MANAGEMENT</b>						
None	385	51%	49,833	60,000	70,204	62,593
1 to 5 years	263	35%	50,000	60,000	72,000	64,165
6 years or more	101	13%	60,000	70,000	81,135	72,267
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	349	47%	50,000	60,000	72,000	63,538
1 to 5 years	228	31%	47,000	56,354	67,538	59,475
6 years or more	165	22%	59,950	68,000	81,000	73,406
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	184	24%	47,000	58,000	67,750	60,078
1 to 5 years	179	24%	46,800	57,400	70,000	60,988
6 years or more	393	52%	55,000	65,000	76,000	68,576
<b>RISK MANAGEMENT</b>						
None	74	10%	49,750	60,000	70,000	59,804
1 to 5 years	317	42%	46,800	55,000	67,526	58,685
6 years or more	367	48%	56,000	65,000	79,000	70,824
<b>CHANGE MANAGEMENT</b>						
None	91	12%	46,540	56,000	70,000	58,975
1 to 5 years	323	43%	48,000	57,000	67,000	58,866
6 years or more	341	45%	56,971	66,720	80,000	71,789
<b>RESOURCE MANAGEMENT</b>						
None	87	12%	43,200	58,152	70,000	57,695
1 to 5 years	273	36%	47,000	55,000	65,000	57,888
6 years or more	392	52%	55,400	65,000	78,300	70,641

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	28	4%	35,250	41,000	51,500	44,488
3 < 5 years	62	8%	43,000	49,500	60,000	52,767
5 < 10 years	237	30%	48,000	56,500	67,000	58,153
10 < 15 years	239	30%	52,800	63,000	75,000	66,750
15 < 20 years	135	17%	56,030	65,800	78,000	72,410
20 years or more	91	11%	63,000	77,000	86,000	78,652

### Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	70	9%	52,000	58,576	70,250	62,410
Some college or Associate's degree	28	4%	53,000	61,500	71,500	66,020
4-year college degree	33	4%	59,000	70,000	85,639	77,522
Master's degree	596	75%	50,000	60,000	72,000	63,911
Doctoral degree	65	8%	51,500	64,000	76,809	66,452

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	220	28%	49,250	60,000	75,000	64,639
No degree in PM	570	72%	50,000	60,000	72,037	64,630

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	614	78%	52,000	62,606	75,000	66,251
PMP for less than 1 year	18	3%	39,750	50,750	65,000	55,111
PMP for 1 < 5 years	343	57%	50,000	59,000	70,000	61,598
PMP for 5 < 10 years	174	29%	56,990	67,250	79,250	71,917
PMP for 10 < 20 years	67	11%	65,000	75,000	86,000	77,830
PMP for 20+ years	2	*	--	--	--	--
Do not have a PMP certification	178	22%	45,000	53,110	67,125	59,032

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	354	45%	52,000	63,000	75,000	66,315
5 to 9 days	279	36%	50,000	60,000	72,000	63,850
10 days or more	148	19%	48,075	58,000	68,990	61,701

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	581	76%	51,000	61,571	75,000	66,518
Female	188	24%	46,125	58,000	68,375	58,930

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	16	2%	48,250	59,500	75,375	63,156
Consulting	79	10%	50,000	65,000	75,000	67,273
Customer Service/Public Relations	5	1%	--	--	--	--
Engineering	75	9%	46,200	55,193	67,551	58,247
Finance	27	3%	55,000	60,000	75,000	65,489
Human Resources	4	1%	--	--	--	--
Information Technology/Information Systems	189	24%	51,850	60,000	70,000	64,330
Operations/Manufacturing	29	4%	47,000	66,000	76,000	65,752
Project Management Department or PMO	258	33%	50,750	62,000	76,850	66,667
Quality Management	7	1%	--	--	--	--
Research and Development	54	7%	50,000	60,600	75,000	63,393
Sales/Marketing	22	3%	51,500	65,000	74,625	66,767
Supply Chain Management/Logistics	11	1%	48,299	53,000	64,000	55,573
Training/Education	2	*	--	--	--	--
Other	14	2%	48,875	52,500	73,000	60,472

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	48	6%	45,330	56,097	68,750	61,431
Business services	8	1%	--	--	--	--
Construction	18	2%	42,450	54,000	68,375	61,092
Consulting	73	9%	48,000	58,000	70,000	63,349
Engineering	107	14%	48,000	60,000	72,400	63,220
Financial services	50	6%	60,000	65,500	70,000	65,447
Food and beverage	10	1%	55,500	88,500	105,000	82,232
Government	8	1%	--	--	--	--
Healthcare	26	3%	51,500	59,046	74,125	61,148
Information technology	202	26%	50,000	62,000	75,000	65,715
Insurance	11	1%	57,000	63,000	70,000	64,545
Legal	--	*	--	--	--	--
Manufacturing	48	6%	49,250	58,000	74,250	64,408
Pharmaceuticals	19	2%	42,000	58,000	70,000	58,402
Real estate	--	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	9	1%	--	--	--	--
Telecommunications	81	10%	54,250	62,000	73,672	64,287
Training/education	--	*	--	--	--	--
Utility	6	1%	--	--	--	--
Other	68	9%	50,100	59,950	74,500	64,467

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	206	26%	54,375	66,905	80,000	70,864
Construction	71	9%	49,400	62,000	82,000	73,062
Engineering	233	29%	48,000	58,000	71,784	64,129
Information Technology	394	50%	51,925	62,000	75,000	65,918
Manufacturing	86	11%	48,000	58,500	70,442	63,875
Operations	137	17%	50,000	65,000	74,388	66,159
Quality Management	65	8%	49,200	63,000	78,000	67,327
Regulatory Compliance	57	7%	54,000	66,000	74,713	70,308
Research & Development	128	16%	51,250	60,000	75,000	66,465
Supply Chain Management/ Logistics	49	6%	44,500	58,000	87,000	69,173
Other	30	4%	51,500	68,500	81,180	72,174

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	68	9%	51,325	63,300	77,903	69,833
100 to 299	44	6%	51,500	63,741	74,250	64,547
300 to 999	75	9%	46,800	56,208	69,000	58,853
1,000 to 2,499	40	5%	44,250	49,750	65,750	55,636
2,500 to 4,999	53	7%	44,535	58,000	71,500	61,073
5,000 to 9,999	72	9%	50,000	59,546	68,685	61,805
10,000 or more	440	56%	52,000	62,000	75,000	66,524

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	75	14%	50,000	58,000	70,000	61,630
5-9 people	173	31%	50,000	60,000	72,500	63,008
10-14 people	120	22%	52,500	60,000	75,000	64,681
15-19 people	53	10%	48,000	60,000	75,309	63,925
20 or more people	133	24%	60,000	68,000	83,500	75,985

### 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%	45,000	57,171	67,000	58,214
\$100,000 to \$499,999	148	21%	49,625	59,000	70,000	60,793
\$500,000 to \$999,999	120	17%	50,075	59,500	70,000	62,650
\$1 million to \$10 million	275	39%	54,000	62,412	75,000	66,089
More than \$10 million	106	15%	53,000	68,480	85,596	76,299

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	193	24%
Yes - Informal	281	36%
No	247	31%
Don't Know	67	9%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	130	27%
Yes - Informal	231	49%
No	65	14%
Don't Know	48	10%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	343	44%
Yes - Informal	222	28%
No	171	22%
Don't Know	49	6%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	40	5%	68	9%	673	87%
Director of Project Management Office (PMO)	6	15%	8	20%	29	73%
Portfolio Manager	2	4%	3	6%	46	90%
Program Manager	3	2%	13	10%	119	88%
Project Manager III	9	5%	17	10%	143	85%
Project Manager II	11	6%	18	10%	151	84%
Project Manager I	5	6%	2	3%	72	91%
Project Management Specialist	1	2%	4	10%	37	88%
Project Management Consultant	3	4%	3	4%	76	93%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	27%	526	67%	234	30%
Director of Project Management Office (PMO)	18	44%	33	80%	11	27%
Portfolio Manager	17	33%	45	87%	20	38%
Program Manager	41	30%	100	74%	38	28%
Project Manager III	49	29%	122	73%	54	32%
Project Manager II	32	18%	114	64%	48	27%
Project Manager I	18	23%	38	48%	23	29%
Project Management Specialist	11	26%	25	58%	14	33%
Project Management Consultant	28	33%	49	58%	26	31%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	733	28.5	695	30.6
Director of Project Management Office (PMO)	37	26.1	36	30.3
Portfolio Manager	49	32.6	45	34.5
Program Manager	129	28.9	124	32.4
Project Manager III	158	31.1	153	32.9
Project Manager II	166	27.3	159	29.0
Project Manager I	74	27.2	68	29.3
Project Management Specialist	38	26.1	38	27.1
Project Management Consultant	82	26.4	72	27.1

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	282	37%	186	24%	82	11%
Director of Project Management Office (PMO)	17	43%	6	15%	5	13%
Portfolio Manager	21	40%	14	27%	7	13%
Program Manager	53	39%	31	23%	18	13%
Project Manager III	63	39%	46	28%	16	10%
Project Manager II	57	32%	41	23%	16	9%
Project Manager I	28	36%	23	29%	5	6%
Project Management Specialist	14	33%	9	21%	5	12%
Project Management Consultant	29	35%	16	19%	10	12%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	779	37.8	777	44.4
Director of Project Management Office (PMO)	40	38.8	41	45.4
Portfolio Manager	52	37.9	52	44.6
Program Manager	135	37.7	136	46.2
Project Manager III	167	38.3	166	44.2
Project Manager II	179	37.7	179	43.7
Project Manager I	80	37.0	79	42.7
Project Management Specialist	43	38.1	42	43.8
Project Management Consultant	83	37.5	82	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)	8	8%	--	--	--	--
Portfolio Manager	5	5%	--	--	--	--
Program Manager	16	16%	68,500	80,000	120,000	94,750
Project Manager III	15	15%	60,000	66,000	80,000	68,881
Project Manager II	25	25%	48,000	60,000	77,500	65,214
Project Manager I	12	12%	47,750	54,500	66,913	59,345
Project Management Specialist	5	5%	--	--	--	--
Project Management Consultant	14	14%	61,250	66,000	84,975	70,850

## 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%	57,750	72,500	88,887	78,744
Portfolio Manager	47	7%	60,000	71,912	79,000	73,777
Program Manager	121	17%	56,300	67,000	81,000	71,767
Project Manager III	157	23%	54,750	65,000	72,073	65,248
Project Manager II	156	23%	47,000	55,000	63,950	56,326
Project Manager I	69	10%	43,500	50,400	60,000	53,847
Project Management Specialist	38	5%	44,500	54,250	68,500	58,169
Project Management Consultant	70	10%	45,450	57,500	71,250	61,294

# Germany

## Total Compensation (in European Union Euros)

COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	988	70,000	84,750	100,000	87,443
Total Compensation	988	76,000	94,000	113,000	97,866

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

PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	18	2%	Decrease	11	1%
Remained the same	214	22%	Remain the same	191	19%
Increased less than 1%	41	4%	Increase less than 1%	64	6%
Increased 1% to 2.9%	309	31%	Increase 1% to 2.9%	334	34%
Increased 3% to 3.9%	120	12%	Increase 3% to 3.9%	145	15%
Increased 4% to 4.9%	61	6%	Increase 4% to 4.9%	56	6%
Increased 5% to 6.9%	71	7%	Increase 5% to 6.9%	62	6%
Increased 7% to 9.9%	50	5%	Increase 7% to 9.9%	36	4%
Increased 10% to 14.9%	49	5%	Increase 10% to 14.9%	47	5%
Increased 15% to 19.9%	21	2%	Increase 15% to 19.9%	24	2%
Increased 20% to 24.9%	14	1%	Increase 20% to 24.9%	10	1%
Increased 25% to 29.9%	4	*	Increase 25% to 29.9%	2	*
Increased 30% or greater	16	2%	Increase 30% or greater	6	1%

## Annualized Salary by Position Description

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	48	5%	80,000	95,000	110,000	97,542
Portfolio Manager	38	4%	79,750	92,700	112,500	98,636
Program Manager	188	19%	78,000	95,000	110,000	98,055
Project Manager III	275	28%	75,000	86,000	100,000	89,673
Project Manager II	226	23%	66,000	80,000	95,000	81,307
Project Manager I	94	10%	60,000	72,000	85,250	74,298
Project Management Specialist	34	3%	58,750	75,949	85,000	73,318
Project Management Consultant	85	9%	65,000	78,400	96,000	82,556

## 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	18	2%	52,815	60,000	65,275	60,639
5 < 10 years	131	13%	60,000	68,000	78,000	69,975
10 < 15 years	221	22%	68,000	80,000	95,000	82,221
15 < 20 years	173	18%	72,750	86,400	100,000	88,330
20 years or more	440	45%	80,000	92,000	107,000	96,263

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	203	22%	70,000	85,000	99,000	85,170
1 to 5 years	565	60%	69,453	83,000	100,000	86,266
6 years or more	168	18%	72,000	86,400	105,000	93,429
<b>EXTREME PROJECT MANAGEMENT</b>						
None	638	69%	70,000	85,000	100,000	86,642
1 to 5 years	188	20%	70,000	80,000	98,750	85,524
6 years or more	92	10%	78,000	90,000	110,000	98,125
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	243	26%	68,000	82,000	100,000	85,073
1 to 5 years	331	36%	66,500	80,000	95,000	82,778
6 years or more	353	38%	77,589	90,000	105,000	93,950
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	668	74%	70,000	84,000	100,000	86,368
1 to 5 years	139	15%	70,000	80,000	100,435	85,367
6 years or more	99	11%	80,000	94,000	108,000	97,998
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	366	39%	66,400	80,000	95,000	82,436
1 to 5 years	371	40%	69,000	85,000	100,000	87,589
6 years or more	192	21%	80,000	92,000	105,000	97,206
<b>PROGRAM MANAGEMENT</b>						
None	286	31%	65,000	80,000	90,000	79,753
1 to 5 years	385	41%	69,000	81,603	100,000	86,498
6 years or more	262	28%	80,000	96,000	110,000	98,201
<b>EARNED VALUE MANAGEMENT</b>						
None	297	32%	65,500	80,000	95,000	83,203
1 to 5 years	364	39%	68,000	82,000	99,414	84,741
6 years or more	267	29%	80,000	92,000	105,000	96,506
<b>LEAN PROJECT MANAGEMENT</b>						
None	398	43%	68,000	81,300	98,000	84,752
1 to 5 years	364	39%	70,000	84,000	100,000	86,266
6 years or more	163	18%	75,000	90,000	108,000	96,386
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	397	43%	69,000	83,000	100,000	85,876
1 to 5 years	295	32%	68,000	80,000	99,000	83,412
6 years or more	231	25%	77,178	90,000	108,000	96,455
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	152	16%	65,125	82,875	97,242	83,475
1 to 5 years	243	26%	62,375	76,500	91,000	79,094
6 years or more	544	58%	75,000	90,000	104,000	91,922
<b>RISK MANAGEMENT</b>						
None	71	8%	60,000	72,000	90,000	76,490
1 to 5 years	355	38%	65,000	78,000	90,000	79,935
6 years or more	514	55%	79,000	90,000	105,000	94,205
<b>CHANGE MANAGEMENT</b>						
None	88	9%	61,000	75,949	90,000	77,894
1 to 5 years	380	40%	65,550	80,000	95,750	82,456
6 years or more	477	50%	77,089	90,000	105,000	93,152
<b>RESOURCE MANAGEMENT</b>						
None	94	10%	65,000	74,500	95,000	81,059
1 to 5 years	327	35%	63,000	78,000	92,000	80,471
6 years or more	519	55%	78,000	90,000	105,000	93,239



### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	38	4%	54,000	60,700	80,750	68,582
3 < 5 years	97	10%	57,355	65,000	79,200	70,003
5 < 10 years	303	31%	65,000	78,500	91,000	80,218
10 < 15 years	253	26%	75,000	86,000	100,000	90,591
15 < 20 years	160	16%	80,125	95,500	108,750	97,948
20 years or more	137	14%	84,500	100,000	111,000	102,922

### Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	54	5%	62,250	84,750	95,924	85,411
Some college or Associate's degree	33	3%	68,500	85,680	114,000	95,749
4-year college degree	136	14%	65,000	78,000	99,500	82,494
Master's degree	661	67%	70,000	85,000	100,000	87,712
Doctoral degree	104	11%	76,200	85,500	103,200	90,623

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	130	13%	70,000	85,000	104,000	89,324
No degree in PM	854	87%	70,000	84,000	100,000	87,150

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	868	88%	72,000	85,000	100,000	88,826
PMP for less than 1 year	10	1%	60,750	66,550	82,500	70,010
PMP for 1 < 5 years	436	51%	68,125	80,000	95,000	84,096
PMP for 5 < 10 years	256	30%	75,000	90,000	105,000	91,062
PMP for 10 < 20 years	154	18%	80,000	95,000	110,000	100,393
PMP for 20+ years	2	*	--	--	--	--
Do not have a PMP certification	120	12%	58,859	72,000	92,750	77,443

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	397	41%	70,000	85,000	100,000	88,814
5 to 9 days	346	35%	70,195	84,750	100,000	86,947
10 days or more	233	24%	69,500	82,000	100,000	86,060

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	802	84%	72,000	85,000	100,000	89,506
Female	151	16%	60,000	77,699	90,000	77,371

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	98	10%	70,000	84,500	102,250	88,278
Consulting	135	14%	67,000	82,000	100,000	88,922
Customer Service/Public Relations	8	1%	--	--	--	--
Engineering	79	8%	68,000	82,750	98,000	84,999
Finance	10	1%	59,661	83,500	95,000	82,115
Human Resources	9	1%	--	--	--	--
Information Technology/Information Systems	183	19%	71,400	80,000	96,000	85,961
Operations/Manufacturing	33	3%	60,000	78,000	99,000	85,238
Project Management Department or PMO	293	30%	70,000	85,000	100,300	87,511
Quality Management	9	1%	--	--	--	--
Research and Development	60	6%	70,000	90,000	105,000	88,991
Sales/Marketing	29	3%	79,800	90,000	103,500	93,103
Supply Chain Management/Logistics	12	1%	53,750	84,500	97,500	77,450
Training/Education	2	*	--	--	--	--
Other	28	3%	80,000	99,000	108,750	96,193

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	91	9%	80,000	99,800	105,000	93,879
Business services	4	*	--	--	--	--
Construction	15	2%	68,000	90,000	110,000	93,473
Consulting	117	12%	63,500	80,000	100,000	87,758
Engineering	125	13%	70,130	90,000	103,500	90,274
Financial services	44	4%	75,000	85,000	100,750	88,163
Food and beverage	9	1%	--	--	--	--
Government	13	1%	68,000	80,500	97,500	82,381
Healthcare	20	2%	70,000	81,500	95,000	86,122
Information technology	265	27%	68,800	80,000	95,000	85,565
Insurance	16	2%	70,500	77,500	86,875	79,750
Legal	1	*	--	--	--	--
Manufacturing	65	7%	70,000	86,000	98,500	85,171
Pharmaceuticals	28	3%	70,000	82,603	98,654	85,032
Real estate	4	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	15	2%	78,000	90,000	120,000	100,881
Telecommunications	57	6%	70,000	80,000	99,800	85,290
Training/education	2	*	--	--	--	--
Utility	12	1%	81,000	90,000	101,750	89,402
Other	85	9%	68,500	87,000	105,000	87,770

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	283	29%	70,000	85,000	101,000	89,725
Construction	74	7%	70,000	84,500	105,000	93,386
Engineering	280	28%	72,000	89,500	102,000	90,007
Information Technology	542	55%	70,000	81,600	100,000	86,872
Manufacturing	92	9%	70,500	86,000	100,000	86,478
Operations	180	18%	70,000	80,250	100,000	84,617
Quality Management	88	9%	65,000	79,965	90,000	80,018
Regulatory Compliance	71	7%	72,000	83,000	95,000	86,326
Research & Development	169	17%	70,000	87,000	104,080	87,792
Supply Chain Management/Logistics	79	8%	71,914	86,000	100,000	89,069
Other	47	5%	68,000	83,000	100,000	83,612

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	90	9%	59,200	80,000	105,750	92,744
100 to 299	84	9%	63,349	72,000	85,000	79,536
300 to 999	101	10%	65,200	80,000	96,000	83,910
1,000 to 2,499	73	7%	65,000	80,000	99,000	85,525
2,500 to 4,999	85	9%	70,000	83,000	100,000	82,489
5,000 to 9,999	59	6%	63,000	81,000	95,000	81,939
10,000 or more	496	50%	76,000	89,000	103,450	90,326

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	72	9%	63,349	75,000	91,750	78,119
5-9 people	267	33%	69,000	80,000	95,000	83,408
10-14 people	181	22%	70,000	86,000	101,500	89,116
15-19 people	91	11%	75,000	88,000	105,000	93,542
20 or more people	201	25%	80,000	99,600	108,000	99,514

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	73	8%	57,500	68,000	80,000	69,287
\$100,000 to \$499,999	202	22%	66,770	80,000	91,000	80,864
\$500,000 to \$999,999	155	17%	65,400	78,000	95,400	83,171
\$1 million to \$10 million	342	38%	76,563	90,000	103,000	92,320
More than \$10 million	131	15%	83,205	100,000	110,000	102,358

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	299	30%
Yes - Informal	372	38%
No	278	28%
Don't Know	36	4%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	133	20%
Yes - Informal	274	41%
No	197	30%
Don't Know	58	9%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	411	43%
Yes - Informal	298	31%
No	210	22%
Don't Know	46	5%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	48	5%	84	9%	850	87%
Director of Project Management Office (PMO)	4	8%	1	2%	43	90%
Portfolio Manager	2	5%	4	11%	34	89%
Program Manager	9	5%	21	11%	156	84%
Project Manager III	14	5%	16	6%	242	90%
Project Manager II	11	5%	26	12%	188	85%
Project Manager I	3	3%	7	8%	83	89%
Project Management Specialist	2	6%	4	12%	29	85%
Project Management Consultant	3	4%	5	6%	75	90%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	28%	650	67%	165	17%
Director of Project Management Office (PMO)	17	35%	35	73%	9	19%
Portfolio Manager	15	39%	31	82%	5	13%
Program Manager	68	36%	122	65%	45	24%
Project Manager III	77	29%	194	72%	43	16%
Project Manager II	48	22%	135	62%	29	13%
Project Manager I	22	23%	58	62%	16	17%
Project Management Specialist	6	18%	23	70%	7	21%
Project Management Consultant	21	25%	52	63%	11	13%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	938	28.1	907	28.6
Director of Project Management Office (PMO)	45	28.6	45	28.3
Portfolio Manager	36	27.6	36	29.6
Program Manager	181	27.8	173	28.5
Project Manager III	258	28.4	255	28.6
Project Manager II	215	28.4	212	28.8
Project Manager I	90	28.9	80	29.1
Project Management Specialist	34	27.7	32	28.7
Project Management Consultant	79	25.6	74	27.5

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	312	32%	308	32%	170	18%
Director of Project Management Office (PMO)	14	30%	20	43%	7	15%
Portfolio Manager	13	34%	7	18%	10	26%
Program Manager	60	33%	70	38%	32	18%
Project Manager III	92	34%	82	30%	52	19%
Project Manager II	81	37%	69	31%	34	15%
Project Manager I	25	27%	30	33%	17	19%
Project Management Specialist	11	32%	11	32%	7	21%
Project Management Consultant	16	19%	19	23%	11	13%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	977	39.6	977	45.1
Director of Project Management Office (PMO)	48	39.5	48	46.7
Portfolio Manager	37	39.8	38	47.6
Program Manager	187	39.6	187	46.7
Project Manager III	273	39.8	271	45.7
Project Manager II	224	39.5	223	43.9
Project Manager I	91	39.4	92	43.0
Project Management Specialist	34	39.1	33	42.8
Project Management Consultant	83	39.4	85	44.1

## Annualized Salary by Position Description - Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	4	4%	--	--	--	--
Portfolio Manager	3	3%	--	--	--	--
Program Manager	21	22%	92,500	108,000	159,907	131,420
Project Manager III	23	24%	80,000	120,000	165,000	125,013
Project Manager II	17	18%	71,000	90,000	112,500	100,529
Project Manager I	6	6%	--	--	--	--
Project Management Specialist	2	2%	--	--	--	--
Project Management Consultant	19	20%	79,000	90,000	140,000	106,079

## Annualized Salary by Position Description - Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	44	5%	79,400	95,000	108,750	95,068
Portfolio Manager	35	4%	80,000	94,000	110,000	98,633
Program Manager	167	19%	76,000	92,000	109,000	93,859
Project Manager III	252	28%	73,500	85,000	100,000	86,447
Project Manager II	209	23%	65,864	80,000	92,500	79,744
Project Manager I	88	10%	60,000	71,000	84,750	73,648
Project Management Specialist	32	4%	60,250	77,449	85,000	74,369
Project Management Consultant	66	7%	62,000	72,000	91,263	75,784

# Hong Kong

Total Compensation (in Hong Kong Dollars)					
COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	322	466,000	600,000	800,000	657,594
Total Compensation	322	502,511	650,000	921,250	738,357

Reported/Expected Change in Total Compensation over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	3	1%	Decrease	1	*
Remained the same	75	23%	Remain the same	47	15%
Increased less than 1%	4	1%	Increase less than 1%	4	1%
Increased 1% to 2.9%	51	16%	Increase 1% to 2.9%	47	15%
Increased 3% to 3.9%	40	12%	Increase 3% to 3.9%	47	15%
Increased 4% to 4.9%	40	12%	Increase 4% to 4.9%	45	14%
Increased 5% to 6.9%	42	13%	Increase 5% to 6.9%	49	15%
Increased 7% to 9.9%	15	5%	Increase 7% to 9.9%	20	6%
Increased 10% to 14.9%	23	7%	Increase 10% to 14.9%	39	12%
Increased 15% to 19.9%	11	3%	Increase 15% to 19.9%	10	3%
Increased 20% to 24.9%	6	2%	Increase 20% to 24.9%	9	3%
Increased 25% to 29.9%	4	1%	Increase 25% to 29.9%	1	*
Increased 30% or greater	8	2%	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)	20	6%	793,080	1,000,000	1,176,750	1,012,357
Portfolio Manager	14	4%	595,500	860,718	1,160,000	934,460
Program Manager	45	14%	600,000	750,000	954,000	775,427
Project Manager III	77	24%	520,000	700,000	835,000	704,732
Project Manager II	59	18%	500,000	600,000	800,000	651,771
Project Manager I	52	16%	357,525	447,000	500,000	429,374
Project Management Specialist	36	11%	367,025	495,000	607,500	487,839
Project Management Consultant	19	6%	390,000	540,000	600,000	574,368

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	9	3%	--	--	--	--
5 < 10 years	70	22%	360,000	464,000	547,000	470,052
10 < 15 years	64	20%	442,500	555,000	700,000	587,034
15 < 20 years	71	22%	550,000	713,648	845,000	725,056
20 years or more	105	33%	600,000	788,880	1,000,000	821,528

Annualized Salary by Technique Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	72	25%	410,000	552,500	773,500	628,103
1 to 5 years	173	60%	480,000	600,000	808,000	653,293
6 years or more	45	16%	557,500	700,000	866,718	721,238
<b>EXTREME PROJECT MANAGEMENT</b>						
None	183	64%	468,000	600,000	800,000	644,204
1 to 5 years	61	21%	429,000	559,080	721,733	602,106
6 years or more	41	14%	571,000	720,000	924,000	785,732
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	52	18%	402,500	579,000	757,500	648,838
1 to 5 years	127	44%	439,257	546,000	720,000	584,752
6 years or more	109	38%	550,000	720,000	910,134	750,998
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	161	56%	480,000	624,420	871,150	684,955
1 to 5 years	77	27%	435,000	559,080	720,000	592,321
6 years or more	47	16%	450,000	634,000	780,000	641,837
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	113	39%	450,000	550,000	720,000	595,110
1 to 5 years	115	40%	480,000	600,000	850,000	638,555
6 years or more	60	21%	600,000	745,090	999,000	806,804
<b>PROGRAM MANAGEMENT</b>						
None	89	30%	409,750	500,000	600,000	529,601
1 to 5 years	125	43%	486,600	610,000	871,150	678,200
6 years or more	79	27%	600,000	720,000	996,000	784,473
<b>EARNED VALUE MANAGEMENT</b>						
None	124	43%	468,000	600,000	798,000	644,527
1 to 5 years	116	41%	445,500	600,000	755,625	632,461
6 years or more	46	16%	544,500	725,000	918,000	761,653
<b>LEAN PROJECT MANAGEMENT</b>						
None	134	47%	480,000	605,000	800,000	676,641
1 to 5 years	109	38%	435,000	600,000	796,000	625,421
6 years or more	45	16%	536,500	612,000	775,297	669,112
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	119	41%	468,000	600,000	800,000	653,990
1 to 5 years	99	34%	455,000	576,000	730,000	623,329
6 years or more	70	24%	544,500	690,000	903,000	709,120
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	50	17%	404,700	540,000	900,000	647,552
1 to 5 years	89	30%	400,000	500,000	637,000	539,918
6 years or more	153	52%	557,040	700,000	900,000	740,788
<b>RISK MANAGEMENT</b>						
None	37	13%	383,750	500,000	600,000	521,048
1 to 5 years	131	44%	439,257	540,000	720,000	589,464
6 years or more	127	43%	599,672	720,000	960,000	774,459
<b>CHANGE MANAGEMENT</b>						
None	27	9%	362,700	540,000	713,648	549,482
1 to 5 years	132	45%	416,625	510,000	695,000	582,118
6 years or more	135	46%	600,000	720,000	912,000	761,002
<b>RESOURCE MANAGEMENT</b>						
None	26	9%	362,025	490,000	542,500	518,480
1 to 5 years	135	46%	415,500	550,000	704,928	579,383
6 years or more	130	45%	559,770	721,733	912,000	771,890

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	18	6%	246,000	406,138	520,000	430,138
3 < 5 years	44	14%	360,000	450,000	545,000	459,919
5 < 10 years	118	37%	438,943	548,000	676,597	580,429
10 < 15 years	84	26%	599,754	755,720	912,000	795,154
15 < 20 years	38	12%	615,000	780,000	1,000,000	822,161
20 years or more	20	6%	600,000	772,000	1,075,000	862,035

### Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	5	2%	--	--	--	--
Some college or Associate's degree	4	1%	--	--	--	--
4-year college degree	129	40%	405,750	560,000	735,000	604,204
Master's degree	177	55%	491,600	624,420	821,718	689,219
Doctoral degree	7	2%	--	--	--	--

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	43	13%	432,000	540,000	788,880	615,755
No degree in PM	279	87%	480,000	600,000	800,000	664,042

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	284	88%	480,000	600,000	816,226	667,428
PMP for less than 1 year	3	1%	--	--	--	--
PMP for 1 < 5 years	149	54%	417,750	504,000	692,000	575,335
PMP for 5 < 10 years	77	28%	555,000	700,000	900,000	735,194
PMP for 10 < 20 years	48	17%	641,000	774,000	1,000,000	850,282
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP certification	38	12%	360,000	515,000	720,000	584,100

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	182	59%	457,500	600,000	771,000	637,366
5 to 9 days	75	24%	480,000	600,000	900,000	717,919
10 days or more	50	16%	472,500	600,000	732,500	653,334

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	228	73%	500,000	605,000	837,500	677,922
Female	84	27%	384,250	537,000	745,500	588,023



## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	7	2%	--	--	--	--
Consulting	24	7%	537,500	630,000	856,500	689,538
Customer Service/Public Relations	1	*	--	--	--	--
Engineering	24	7%	402,600	500,000	675,000	566,117
Finance	7	2%	--	--	--	--
Human Resources	3	1%	--	--	--	--
Information Technology/Information Systems	146	45%	480,000	600,000	782,220	661,298
Operations/Manufacturing	7	2%	--	--	--	--
Project Management Department or PMO	66	20%	442,375	647,025	900,000	685,090
Quality Management	2	1%	--	--	--	--
Research and Development	10	3%	429,000	545,000	662,500	537,300
Sales/Marketing	7	2%	--	--	--	--
Supply Chain Management/Logistics	12	4%	390,125	549,500	643,500	546,708
Training/Education	1	*	--	--	--	--
Other	5	2%	--	--	--	--

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	4	1%	--	--	--	--
Business services	8	2%	--	--	--	--
Construction	8	2%	--	--	--	--
Consulting	19	6%	530,000	680,000	870,000	702,027
Engineering	15	5%	388,800	500,000	730,000	593,960
Financial services	76	24%	547,000	720,000	918,000	755,122
Food and beverage	5	2%	--	--	--	--
Government	13	4%	619,000	720,000	815,000	751,174
Healthcare	5	2%	--	--	--	--
Information technology	72	22%	462,000	581,000	700,000	604,624
Insurance	11	3%	420,000	624,420	1,020,000	673,435
Legal	3	1%	--	--	--	--
Manufacturing	21	7%	450,000	540,000	612,000	540,357
Pharmaceuticals	4	1%	--	--	--	--
Real estate	7	2%	--	--	--	--
Resources (Agriculture, Mining, etc.)	1	*	--	--	--	--
Telecommunications	25	8%	394,388	500,000	771,000	601,538
Training/education	1	*	--	--	--	--
Utility	3	1%	--	--	--	--
Other	21	7%	472,500	546,000	865,000	640,225

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	102	32%	500,000	674,815	909,201	736,256
Construction	19	6%	480,000	822,000	1,052,562	840,156
Engineering	41	13%	416,400	500,000	811,297	634,920
Information Technology	217	68%	480,000	600,000	794,440	651,845
Manufacturing	19	6%	450,000	533,000	650,000	566,263
Operations	80	25%	507,500	674,815	871,725	684,863
Quality Management	19	6%	480,000	638,000	872,300	658,524
Regulatory Compliance	30	9%	600,000	790,000	1,007,500	819,657
Research & Development	20	6%	352,000	566,000	718,412	548,132
Supply Chain Management/Logistics	31	10%	490,000	585,000	720,000	638,553
Other	15	5%	400,000	723,465	900,000	677,838

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	33	10%	464,000	500,000	682,000	599,679
100 to 299	29	9%	417,000	550,000	685,000	577,762
300 to 999	39	12%	444,000	600,000	750,000	612,503
1,000 to 2,499	41	13%	360,000	480,000	745,000	578,274
2,500 to 4,999	28	9%	389,100	515,000	780,446	575,908
5,000 to 9,999	25	8%	527,500	757,440	942,000	736,023
10,000 or more	127	39%	510,000	700,000	900,000	732,897

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	54	25%	448,500	552,500	688,000	573,848
5-9 people	87	40%	455,000	580,000	800,000	634,497
10-14 people	38	18%	567,500	702,464	1,000,000	784,500
15-19 people	5	2%	--	--	--	--
20 or more people	32	15%	600,000	770,000	1,000,000	847,407

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	36	13%	326,580	455,000	540,000	467,396
\$100,000 to \$499,999	99	36%	455,000	582,000	720,000	610,505
\$500,000 to \$999,999	45	16%	502,000	650,000	810,718	683,167
\$1 million to \$10 million	78	28%	566,250	735,000	903,000	772,343
More than \$10 million	20	7%	575,000	950,000	1,170,000	913,452

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	51	16%
Yes - Informal	147	47%
No	79	25%
Don't Know	37	12%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	38	19%
Yes - Informal	123	63%
No	15	8%
Don't Know	20	10%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	77	25%
Yes - Informal	114	37%
No	86	28%
Don't Know	29	9%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	22	7%	17	5%	280	89%
Director of Project Management Office (PMO)	4	20%	2	10%	15	75%
Portfolio Manager	4	29%	2	14%	9	64%
Program Manager	2	5%	3	7%	39	91%
Project Manager III	7	9%	6	8%	63	84%
Project Manager II	2	3%	1	2%	56	95%
Project Manager I	1	2%	1	2%	48	96%
Project Management Specialist	1	3%	1	3%	33	94%
Project Management Consultant	1	5%	1	5%	17	89%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	14%	108	35%	104	33%
Director of Project Management Office (PMO)	4	21%	13	68%	8	42%
Portfolio Manager	2	14%	7	50%	5	36%
Program Manager	4	9%	12	28%	13	30%
Project Manager III	11	15%	27	36%	32	43%
Project Manager II	9	15%	24	41%	20	34%
Project Manager I	8	16%	8	16%	11	22%
Project Management Specialist	2	6%	11	32%	12	35%
Project Management Consultant	3	16%	6	32%	3	16%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	303	15.4	273	19.0
Director of Project Management Office (PMO)	18	16.7	17	20.8
Portfolio Manager	12	18.0	12	21.8
Program Manager	41	16.4	38	21.2
Project Manager III	73	16.5	61	20.1
Project Manager II	56	15.4	52	19.1
Project Manager I	51	13.5	46	16.7
Project Management Specialist	34	14.1	32	16.6
Project Management Consultant	18	12.7	15	15.9

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	66	21%	161	52%	41	13%
Director of Project Management Office (PMO)	4	21%	10	53%	4	21%
Portfolio Manager	3	23%	5	38%	4	31%
Program Manager	8	20%	23	56%	6	15%
Project Manager III	14	19%	46	63%	8	11%
Project Manager II	16	28%	33	57%	7	12%
Project Manager I	11	22%	21	41%	5	10%
Project Management Specialist	5	15%	15	44%	5	15%
Project Management Consultant	5	26%	8	42%	2	11%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	312	40.5	310	47.4
Director of Project Management Office (PMO)	20	39.9	20	46.6
Portfolio Manager	14	42.6	14	51.2
Program Manager	42	40.4	42	48.2
Project Manager III	76	40.3	75	47.3
Project Manager II	57	40.7	57	47.1
Project Manager I	51	40.3	51	47.1
Project Management Specialist	34	40.7	33	45.6
Project Management Consultant	18	40.9	18	48.3

## Annualized Salary by Position Description - Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	2	12%	--	--	--	--
Portfolio Manager	1	6%	--	--	--	--
Program Manager	2	12%	--	--	--	--
Project Manager III	4	24%	--	--	--	--
Project Manager II	4	24%	--	--	--	--
Project Manager I	2	12%	--	--	--	--
Project Management Specialist	1	6%	--	--	--	--
Project Management Consultant	1	6%	--	--	--	--

## Annualized Salary by Position Description - Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	18	6%	864,360	1,010,000	1,191,750	1,029,285
Portfolio Manager	13	4%	591,000	821,436	1,040,000	852,495
Program Manager	43	14%	600,000	740,000	900,000	764,982
Project Manager III	73	24%	500,000	713,648	845,000	708,273
Project Manager II	55	18%	504,000	600,000	800,000	655,627
Project Manager I	50	16%	357,500	447,000	500,000	427,815
Project Management Specialist	35	11%	362,700	490,000	600,000	484,120
Project Management Consultant	18	6%	382,500	520,000	620,000	573,611

# India

## Total Compensation (in Indian Rupees)

COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	885	1,463,500	2,000,000	2,500,000	2,104,393
Total Compensation	885	1,570,000	2,147,443	2,825,000	2,319,461

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

PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	13	1%	Decrease	3	*
Remained the same	132	15%	Remain the same	46	5%
Increased less than 1%	9	1%	Increase less than 1%	7	1%
Increased 1% to 2.9%	66	7%	Increase 1% to 2.9%	43	5%
Increased 3% to 3.9%	47	5%	Increase 3% to 3.9%	60	7%
Increased 4% to 4.9%	76	9%	Increase 4% to 4.9%	57	6%
Increased 5% to 6.9%	144	16%	Increase 5% to 6.9%	135	15%
Increased 7% to 9.9%	178	20%	Increase 7% to 9.9%	187	21%
Increased 10% to 14.9%	116	13%	Increase 10% to 14.9%	153	17%
Increased 15% to 19.9%	46	5%	Increase 15% to 19.9%	80	9%
Increased 20% to 24.9%	24	3%	Increase 20% to 24.9%	36	4%
Increased 25% to 29.9%	14	2%	Increase 25% to 29.9%	20	2%
Increased 30% or greater	20	2%	Increase 30% or greater	58	7%

## Annualized Salary by Position Description

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	32	4%	2,512,500	3,200,000	4,050,000	3,371,277
Portfolio Manager	57	6%	2,000,000	2,600,000	3,500,000	2,976,468
Program Manager	237	27%	1,900,000	2,300,000	2,900,000	2,430,876
Project Manager III	183	21%	1,500,000	2,000,000	2,500,000	2,095,506
Project Manager II	166	19%	1,335,000	1,800,000	2,250,000	1,876,557
Project Manager I	130	15%	1,000,006	1,445,000	1,842,500	1,518,202
Project Management Specialist	48	5%	790,000	1,200,000	1,718,750	1,309,380
Project Management Consultant	32	4%	1,125,000	1,500,000	2,000,000	1,672,749

## Annualized Salary by Years of Work Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	3	*	--	--	--	--
3 < 5 years	3	*	--	--	--	--
5 < 10 years	89	10%	885,000	1,200,000	1,700,000	1,329,287
10 < 15 years	304	34%	1,300,000	1,700,000	2,110,500	1,781,489
15 < 20 years	280	32%	1,700,000	2,150,000	2,653,203	2,246,910
20 years or more	206	23%	2,000,000	2,500,000	3,311,673	2,758,742

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	174	22%	1,200,000	1,800,000	2,400,000	1,909,743
1 to 5 years	445	55%	1,500,000	1,950,000	2,500,000	2,050,170
6 years or more	188	23%	1,700,000	2,206,000	2,875,000	2,409,501
<b>EXTREME PROJECT MANAGEMENT</b>						
None	339	44%	1,450,000	1,950,000	2,500,000	2,036,905
1 to 5 years	261	34%	1,393,500	1,900,000	2,428,500	1,968,936
6 years or more	165	22%	1,600,000	2,150,000	3,000,000	2,434,514
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	84	10%	1,328,604	2,000,000	2,685,000	2,129,126
1 to 5 years	354	44%	1,244,682	1,800,000	2,300,000	1,841,964
6 years or more	365	45%	1,700,000	2,200,000	2,800,000	2,359,266
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	431	58%	1,400,000	1,900,000	2,407,000	2,011,549
1 to 5 years	215	29%	1,450,000	1,980,000	2,500,000	2,066,383
6 years or more	103	14%	1,800,000	2,385,000	3,045,000	2,559,539
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	247	32%	1,200,000	1,700,000	2,270,000	1,775,895
1 to 5 years	354	46%	1,500,000	2,000,000	2,500,000	2,111,960
6 years or more	174	22%	1,807,500	2,400,000	3,000,000	2,561,948
<b>PROGRAM MANAGEMENT</b>						
None	177	22%	1,100,000	1,500,000	1,900,000	1,577,969
1 to 5 years	355	44%	1,500,000	2,000,000	2,450,000	2,023,124
6 years or more	275	34%	1,800,000	2,400,000	3,000,000	2,573,331
<b>EARNED VALUE MANAGEMENT</b>						
None	216	27%	1,403,604	1,900,000	2,400,000	2,021,503
1 to 5 years	350	44%	1,396,750	1,862,500	2,450,000	1,973,151
6 years or more	222	28%	1,728,620	2,200,000	3,000,000	2,429,731
<b>LEAN PROJECT MANAGEMENT</b>						
None	258	33%	1,342,500	1,800,000	2,400,000	1,939,279
1 to 5 years	348	45%	1,400,000	2,000,000	2,530,000	2,095,106
6 years or more	169	22%	1,730,000	2,250,000	3,000,000	2,415,194
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	274	36%	1,307,500	1,845,000	2,400,000	1,942,950
1 to 5 years	304	40%	1,359,250	1,900,000	2,405,250	2,000,010
6 years or more	187	24%	1,800,000	2,300,000	3,000,000	2,492,520
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	124	15%	1,325,000	1,800,000	2,400,000	1,919,187
1 to 5 years	305	38%	1,257,140	1,800,000	2,400,000	1,936,317
6 years or more	378	47%	1,668,750	2,200,000	2,800,000	2,321,603
<b>RISK MANAGEMENT</b>						
None	65	8%	1,135,000	1,500,000	2,050,000	1,705,598
1 to 5 years	348	42%	1,257,570	1,800,000	2,300,000	1,840,874
6 years or more	409	50%	1,700,000	2,200,000	2,800,000	2,385,541
<b>CHANGE MANAGEMENT</b>						
None	62	8%	1,292,500	1,700,000	2,388,750	1,870,430
1 to 5 years	358	44%	1,276,500	1,800,000	2,300,000	1,880,640
6 years or more	396	49%	1,650,000	2,200,000	2,800,000	2,348,827
<b>RESOURCE MANAGEMENT</b>						
None	38	5%	1,175,000	1,577,500	2,000,000	1,650,821
1 to 5 years	320	40%	1,200,000	1,740,000	2,200,000	1,782,687
6 years or more	450	56%	1,647,250	2,200,000	2,800,000	2,357,064

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	37	4%	1,002,500	1,500,000	1,971,700	1,558,227
3 < 5 years	84	9%	1,200,000	1,557,500	1,915,000	1,645,198
5 < 10 years	407	46%	1,266,000	1,800,000	2,300,000	1,845,966
10 < 15 years	256	29%	1,800,000	2,288,270	2,875,000	2,400,732
15 < 20 years	73	8%	2,017,590	2,500,000	3,398,000	2,819,624
20 years or more	28	3%	2,325,000	3,600,000	4,237,500	3,386,018

### 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	22	2%	1,055,000	1,600,000	2,879,000	1,932,773
4-year college degree	345	39%	1,450,000	1,900,000	2,450,000	2,024,963
Master's degree	467	53%	1,500,000	2,000,000	2,500,000	2,153,320
Doctoral degree	45	5%	1,700,000	2,050,000	2,875,000	2,387,698

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	190	21%	1,439,000	2,000,000	2,600,000	2,186,721
No degree in PM	695	79%	1,470,000	1,993,400	2,500,000	2,081,886

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	733	83%	1,500,000	2,000,000	2,545,000	2,151,758
PMP for less than 1 year	11	2%	1,035,235	1,438,000	1,800,000	1,468,203
PMP for 1 < 5 years	378	53%	1,260,000	1,700,000	2,162,500	1,801,650
PMP for 5 < 10 years	219	30%	1,800,000	2,400,000	3,000,000	2,421,943
PMP for 10 < 20 years	112	16%	2,100,000	2,600,000	3,200,000	2,882,162
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP certification	152	17%	1,200,000	1,770,000	2,400,000	1,875,982

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	278	32%	1,295,000	1,900,000	2,500,000	2,046,854
5 to 9 days	240	28%	1,500,000	2,000,000	2,653,203	2,159,004
10 days or more	345	40%	1,500,000	2,000,000	2,500,000	2,116,277

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	730	86%	1,500,000	2,000,000	2,550,000	2,118,614
Female	115	14%	1,200,000	1,800,000	2,300,000	1,941,868

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	17	2%	1,700,000	2,244,000	3,700,000	2,848,033
Consulting	63	7%	1,450,000	2,100,000	2,550,000	2,141,177
Customer Service/Public Relations	7	1%	--	--	--	--
Engineering	73	8%	1,552,184	2,200,000	2,850,000	2,255,656
Finance	7	1%	--	--	--	--
Human Resources	3	*	--	--	--	--
Information Technology/Information Systems	273	31%	1,600,000	2,000,000	2,690,000	2,225,988
Operations/Manufacturing	31	4%	1,300,000	1,800,000	2,100,000	1,796,033
Project Management Department or PMO	311	35%	1,266,000	1,800,000	2,400,000	1,947,823
Quality Management	21	2%	1,475,000	1,800,000	2,700,000	2,134,306
Research and Development	37	4%	1,690,000	2,036,000	2,700,000	2,248,147
Sales/Marketing	9	1%	--	--	--	--
Supply Chain Management/Logistics	9	1%	--	--	--	--
Training/Education	4	*	--	--	--	--
Other	20	2%	1,250,000	2,107,571	2,650,000	2,238,084

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	27	3%	1,500,000	1,800,000	2,500,000	2,243,355
Business services	6	1%	--	--	--	--
Construction	35	4%	950,000	1,450,000	2,200,000	1,747,295
Consulting	56	6%	1,400,000	1,950,000	2,400,000	2,052,143
Engineering	79	9%	1,300,000	2,000,000	2,500,000	2,129,752
Financial services	58	7%	1,590,940	2,025,000	2,962,500	2,198,590
Food and beverage	5	1%	--	--	--	--
Government	9	1%	--	--	--	--
Healthcare	29	3%	1,350,000	2,000,000	2,600,000	2,125,098
Information technology	389	44%	1,503,000	2,000,000	2,500,000	2,111,644
Insurance	9	1%	--	--	--	--
Legal	1	*	--	--	--	--
Manufacturing	46	5%	1,189,000	1,900,000	2,262,500	1,953,783
Pharmaceuticals	15	2%	1,100,000	1,900,000	2,400,000	1,920,667
Real estate	8	1%	--	--	--	--
Resources (Agriculture, Mining, etc.)	15	2%	1,800,000	2,244,000	3,000,000	2,345,333
Telecommunications	47	5%	1,300,000	2,100,000	2,954,028	2,220,126
Training/education	1	*	--	--	--	--
Utility	6	1%	--	--	--	--
Other	44	5%	1,477,500	2,002,830	2,618,203	2,135,519



### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	208	24%	1,500,000	2,075,000	2,800,000	2,287,793
Construction	93	11%	1,075,000	1,765,000	2,500,000	1,992,318
Engineering	180	20%	1,401,750	2,000,000	2,675,000	2,221,856
Information Technology	541	61%	1,549,684	2,000,000	2,600,000	2,163,626
Manufacturing	75	9%	1,400,000	1,900,000	2,400,000	2,112,471
Operations	188	21%	1,500,000	2,000,000	2,649,500	2,183,207
Quality Management	107	12%	1,406,000	1,800,000	2,300,000	1,983,418
Regulatory Compliance	70	8%	1,404,500	1,915,000	2,325,000	2,096,559
Research & Development	122	14%	1,500,000	2,000,000	2,600,000	2,109,493
Supply Chain Management/Logistics	61	7%	1,515,217	2,000,000	2,650,000	2,239,635
Other	36	4%	1,225,000	1,950,000	2,775,000	2,132,966

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	38	4%	985,000	1,694,500	2,850,000	1,975,625
100 to 299	38	4%	1,200,000	1,750,000	2,500,000	1,911,730
300 to 999	95	11%	1,406,000	1,993,400	2,400,000	1,997,896
1,000 to 2,499	77	9%	1,625,000	2,000,000	2,800,000	2,245,246
2,500 to 4,999	63	7%	1,500,000	2,000,000	2,500,000	2,204,008
5,000 to 9,999	81	9%	1,350,000	1,800,000	2,475,000	1,960,470
10,000 or more	493	56%	1,475,000	2,000,000	2,555,450	2,138,608

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	55	7%	1,200,000	1,555,000	2,300,000	1,758,935
5-9 people	157	21%	1,378,000	1,900,000	2,400,000	2,028,370
10-14 people	150	20%	1,400,000	2,000,000	2,512,500	2,108,873
15-19 people	91	12%	1,590,000	2,147,443	2,700,000	2,258,601
20 or more people	300	40%	1,631,250	2,100,000	2,685,000	2,267,799

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	114	14%	1,300,000	1,771,011	2,300,000	1,913,509
\$100,000 to \$499,999	220	28%	1,500,000	2,000,000	2,500,000	2,106,856
\$500,000 to \$999,999	108	14%	1,407,500	1,900,000	2,400,000	2,053,561
\$1 million to \$10 million	245	31%	1,600,000	2,200,000	2,700,000	2,224,392
More than \$10 million	104	13%	1,305,000	1,805,000	2,789,500	2,176,286

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	265	30%
Yes - Informal	438	50%
No	131	15%
Don't Know	45	5%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	219	32%
Yes - Informal	378	54%
No	69	10%
Don't Know	29	4%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	380	44%
Yes - Informal	319	37%
No	139	16%
Don't Know	28	3%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	49	6%	41	5%	788	90%
Director of Project Management Office (PMO)	6	19%	3	10%	22	71%
Portfolio Manager	5	9%	2	4%	48	87%
Program Manager	16	7%	13	6%	205	88%
Project Manager III	10	5%	12	7%	161	88%
Project Manager II	6	4%	4	2%	154	94%
Project Manager I	4	3%	2	2%	125	96%
Project Management Specialist	1	2%	3	6%	45	94%
Project Management Consultant	1	3%	2	6%	28	90%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	28%	457	52%	381	43%
Director of Project Management Office (PMO)	10	31%	19	59%	21	66%
Portfolio Manager	15	26%	38	67%	20	35%
Program Manager	64	27%	136	58%	99	42%
Project Manager III	55	30%	97	54%	83	46%
Project Manager II	43	26%	82	50%	75	45%
Project Manager I	36	28%	54	42%	48	37%
Project Management Specialist	14	30%	23	49%	21	45%
Project Management Consultant	9	28%	8	25%	14	44%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	834	21.9	666	26.2
Director of Project Management Office (PMO)	31	20.8	27	22.2
Portfolio Manager	57	20.4	43	24.5
Program Manager	223	22.0	191	27.6
Project Manager III	177	21.4	127	24.2
Project Manager II	157	22.1	127	26.0
Project Manager I	121	22.0	94	27.3
Project Management Specialist	45	24.5	40	30.0
Project Management Consultant	23	22.6	17	24.4

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	137	16%	390	45%	75	9%
Director of Project Management Office (PMO)	9	28%	12	38%	7	22%
Portfolio Manager	8	14%	24	43%	3	5%
Program Manager	42	18%	106	46%	24	10%
Project Manager III	26	14%	85	47%	8	4%
Project Manager II	21	13%	79	49%	13	8%
Project Manager I	20	16%	52	41%	8	6%
Project Management Specialist	8	17%	25	52%	9	19%
Project Management Consultant	3	10%	7	23%	3	10%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	878	42.4	867	47.6
Director of Project Management Office (PMO)	32	42.8	32	50.7
Portfolio Manager	57	43.7	56	50.1
Program Manager	235	42.0	234	47.9
Project Manager III	183	42.2	178	46.9
Project Manager II	166	42.5	166	47.5
Project Manager I	126	42.5	122	46.2
Project Management Specialist	48	43.9	48	48.7
Project Management Consultant	31	41.3	31	45.5

## Annualized Salary by Position Description - Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	5	5%	--	--	--	--
Portfolio Manager	6	6%	--	--	--	--
Program Manager	32	30%	2,000,000	2,500,000	3,000,000	2,548,269
Project Manager III	22	21%	1,887,500	2,000,000	2,450,000	2,317,534
Project Manager II	15	14%	1,200,000	1,600,000	2,100,000	1,666,933
Project Manager I	13	12%	1,350,000	1,700,000	2,050,000	1,699,538
Project Management Specialist	5	5%	--	--	--	--
Project Management Consultant	9	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	3%	2,500,000	3,200,000	4,800,000	3,435,201
Portfolio Manager	51	7%	2,000,000	2,700,000	3,500,000	2,972,549
Program Manager	205	26%	1,800,000	2,300,000	2,800,000	2,412,552
Project Manager III	161	21%	1,500,000	2,000,000	2,500,000	2,065,167
Project Manager II	151	19%	1,400,000	1,800,000	2,250,000	1,897,381
Project Manager I	117	15%	1,000,000	1,350,000	1,800,000	1,498,054
Project Management Specialist	43	6%	750,000	1,200,000	1,725,000	1,288,993
Project Management Consultant	23	3%	1,200,000	1,500,000	2,000,000	1,617,078

# Indonesia

## Total Compensation (in Indonesian Rupiah)

COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	102	300,000,000	420,000,000	650,543,472	503,131,151
Total Compensation	102	371,187,488	534,500,000	793,250,000	625,000,169

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

PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	4	4%	Decrease	--	*
Remained the same	11	11%	Remain the same	4	4%
Increased less than 1%	3	3%	Increase less than 1%	2	2%
Increased 1% to 2.9%	7	7%	Increase 1% to 2.9%	4	4%
Increased 3% to 3.9%	16	16%	Increase 3% to 3.9%	7	7%
Increased 4% to 4.9%	6	6%	Increase 4% to 4.9%	5	5%
Increased 5% to 6.9%	20	20%	Increase 5% to 6.9%	16	16%
Increased 7% to 9.9%	12	12%	Increase 7% to 9.9%	19	19%
Increased 10% to 14.9%	14	14%	Increase 10% to 14.9%	23	23%
Increased 15% to 19.9%	3	3%	Increase 15% to 19.9%	6	6%
Increased 20% to 24.9%	2	2%	Increase 20% to 24.9%	8	8%
Increased 25% to 29.9%	--	*	Increase 25% to 29.9%	2	2%
Increased 30% or greater	4	4%	Increase 30% or greater	6	6%

## Annualized Salary by Position Description

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	9	9%	--	--	--	--
Portfolio Manager	6	6%	--	--	--	--
Program Manager	15	15%	360,000,000	568,866,496	1,056,976,064	652,355,638
Project Manager III	14	14%	304,500,000	393,000,000	499,090,000	417,393,422
Project Manager II	22	22%	222,000,000	380,000,000	516,927,536	390,470,890
Project Manager I	14	14%	234,000,000	342,000,000	452,500,000	355,248,571
Project Management Specialist	12	12%	360,000,000	464,000,000	671,739,120	508,637,681
Project Management Consultant	10	10%	300,000,000	590,000,000	1,137,681,184	679,585,507

## Annualized Salary by Years of Work Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	--	*	--	--	--	--
3 < 5 years	--	*	--	--	--	--
5 < 10 years	12	12%	209,138,336	263,625,000	390,000,000	310,007,218
10 < 15 years	31	30%	270,000,000	400,000,000	496,000,000	457,497,539
15 < 20 years	28	27%	364,500,000	490,000,000	687,500,000	527,681,024
20 years or more	31	30%	360,000,000	520,000,000	750,000,000	601,348,335

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	38	41%	360,000,000	464,000,000	650,543,472	518,749,454
1 to 5 years	40	43%	266,250,000	393,000,000	562,500,000	421,529,754
6 years or more	15	16%	300,000,000	361,000,000	1,100,000,000	652,360,445
<b>EXTREME PROJECT MANAGEMENT</b>						
None	43	47%	300,000,000	420,000,000	652,173,888	509,904,343
1 to 5 years	29	32%	300,000,000	400,000,000	532,433,248	452,721,926
6 years or more	20	22%	280,000,000	520,000,000	715,000,000	546,050,000
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	13	14%	367,500,000	480,000,000	876,314,112	603,891,386
1 to 5 years	39	41%	280,000,000	420,000,000	600,000,000	482,318,497
6 years or more	43	45%	300,000,000	400,000,000	680,000,000	504,616,313
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	44	47%	306,000,000	430,000,000	651,630,416	515,763,825
1 to 5 years	33	35%	273,000,000	361,000,000	559,855,072	436,689,750
6 years or more	16	17%	370,623,000	530,000,000	772,500,000	617,794,125
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	31	33%	270,000,000	396,000,000	540,000,000	439,340,755
1 to 5 years	34	36%	295,000,000	430,000,000	652,500,000	497,792,444
6 years or more	29	31%	360,000,000	490,000,000	735,000,000	575,329,985
<b>PROGRAM MANAGEMENT</b>						
None	18	19%	260,437,500	378,000,000	510,000,000	389,089,353
1 to 5 years	48	50%	300,000,000	444,000,000	657,500,000	505,851,562
6 years or more	30	31%	378,000,000	487,500,000	757,500,000	588,129,802
<b>EARNED VALUE MANAGEMENT</b>						
None	20	21%	300,000,000	402,000,000	687,239,120	510,112,575
1 to 5 years	42	45%	294,000,000	400,000,000	534,927,536	448,329,522
6 years or more	32	34%	360,000,000	508,000,000	715,000,000	583,981,857
<b>LEAN PROJECT MANAGEMENT</b>						
None	36	39%	300,000,000	401,246,000	515,000,000	468,669,745
1 to 5 years	38	41%	294,000,000	418,000,000	660,500,000	499,703,980
6 years or more	19	20%	316,000,000	490,000,000	700,000,000	556,221,789
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	33	35%	338,000,000	448,000,000	633,000,000	526,821,650
1 to 5 years	33	35%	278,000,000	400,000,000	518,000,000	458,471,930
6 years or more	28	30%	333,000,000	416,107,008	700,000,000	511,228,140
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	19	19%	375,000,000	520,000,000	695,652,160	576,614,716
1 to 5 years	27	28%	264,000,000	400,000,000	496,000,000	428,571,659
6 years or more	52	53%	302,500,000	401,246,000	651,630,416	515,065,317
<b>RISK MANAGEMENT</b>						
None	6	6%	--	--	--	--
1 to 5 years	40	42%	300,000,000	420,000,000	604,500,000	471,544,252
6 years or more	49	52%	335,000,000	490,000,000	690,000,000	552,282,163
<b>CHANGE MANAGEMENT</b>						
None	7	7%	--	--	--	--
1 to 5 years	46	48%	262,687,500	400,000,000	584,782,608	436,553,627
6 years or more	43	45%	360,000,000	480,000,000	700,000,000	567,195,800
<b>RESOURCE MANAGEMENT</b>						
None	12	13%	265,000,000	360,000,000	619,000,000	445,535,024
1 to 5 years	37	39%	285,000,000	440,000,000	628,607,488	499,010,863
6 years or more	46	48%	351,000,000	426,107,008	668,913,040	534,145,405

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	2	2%	--	--	--	--
3 < 5 years	3	3%	--	--	--	--
5 < 10 years	44	43%	263,687,500	408,000,000	592,216,624	431,717,973
10 < 15 years	36	35%	318,000,000	480,000,000	675,000,000	562,031,611
15 < 20 years	8	8%	--	--	--	--
20 years or more	9	9%	--	--	--	--

### Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	--	*	--	--	--	--
Some college or Associate's degree	2	2%	--	--	--	--
4-year college degree	53	52%	290,000,000	400,000,000	587,433,248	487,704,974
Master's degree	46	45%	360,000,000	485,000,000	700,000,000	539,891,603
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	15	15%	300,000,000	448,000,000	720,000,000	510,533,333
No degree in PM	87	85%	300,000,000	416,000,000	650,000,000	501,854,912

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	85	83%	360,000,000	480,000,000	671,000,000	541,705,185
PMP for less than 1 year	--	*	--	--	--	--
PMP for 1 < 5 years	44	52%	302,500,000	420,000,000	606,911,232	507,751,191
PMP for 5 < 10 years	26	31%	300,000,000	474,000,000	676,500,000	515,303,398
PMP for 10 < 20 years	12	14%	412,500,000	665,000,000	862,500,000	676,166,667
PMP for 20+ years	2	2%	--	--	--	--
Do not have a PMP certification	17	17%	222,092,224	264,000,000	367,500,000	310,260,977

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	39	39%	310,000,000	420,000,000	570,000,000	475,931,456
5 to 9 days	34	34%	274,500,000	382,500,000	679,500,000	525,991,881
10 days or more	28	28%	360,250,000	518,000,000	695,000,000	524,083,094

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	91	90%	300,000,000	420,000,000	652,173,888	509,700,932
Female	10	10%	256,620,000	340,500,000	561,912,144	463,659,255

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	1	1%	--	--	--	--
Consulting	3	3%	--	--	--	--
Customer Service/Public Relations	--	*	--	--	--	--
Engineering	9	9%	--	--	--	--
Finance	--	*	--	--	--	--
Human Resources	--	*	--	--	--	--
Information Technology/Information Systems	13	13%	338,000,000	480,000,000	634,607,488	490,093,462
Operations/Manufacturing	6	6%	--	--	--	--
Project Management Department or PMO	59	58%	265,000,000	396,000,000	606,000,000	482,640,252
Quality Management	3	3%	--	--	--	--
Research and Development	--	*	--	--	--	--
Sales/Marketing	2	2%	--	--	--	--
Supply Chain Management/Logistics	--	*	--	--	--	--
Training/Education	--	*	--	--	--	--
Other	6	6%	--	--	--	--

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	--	*	--	--	--	--
Business services	--	*	--	--	--	--
Construction	7	7%	--	--	--	--
Consulting	6	6%	--	--	--	--
Engineering	5	5%	--	--	--	--
Financial services	6	6%	--	--	--	--
Food and beverage	1	1%	--	--	--	--
Government	1	1%	--	--	--	--
Healthcare	2	2%	--	--	--	--
Information technology	18	18%	222,000,000	288,000,000	492,500,000	384,111,111
Insurance	2	2%	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	1	1%	--	--	--	--
Pharmaceuticals	--	*	--	--	--	--
Real estate	1	1%	--	--	--	--
Resources (Agriculture, Mining, etc.)	11	11%	375,000,000	570,000,000	720,000,000	588,444,005
Telecommunications	27	26%	300,000,000	400,000,000	680,000,000	532,557,586
Training/education	--	*	--	--	--	--
Utility	1	1%	--	--	--	--
Other	13	13%	420,000,000	600,000,000	750,000,000	598,635,427

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	16	16%	315,000,000	411,246,000	626,500,000	531,718,250
Construction	32	31%	360,000,000	464,000,000	639,130,416	534,021,829
Engineering	27	26%	280,000,000	360,000,000	495,000,000	413,929,198
Information Technology	46	45%	274,500,000	398,000,000	606,303,744	470,154,110
Manufacturing	6	6%	--	--	--	--
Operations	27	26%	324,000,000	480,000,000	720,000,000	567,090,820
Quality Management	8	8%	--	--	--	--
Regulatory Compliance	4	4%	--	--	--	--
Research & Development	3	3%	--	--	--	--
Supply Chain Management/ Logistics	7	7%	--	--	--	--
Other	12	12%	327,000,000	462,167,008	645,000,000	492,936,046

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	7	7%	--	--	--	--
100 to 299	15	15%	270,000,000	360,000,000	520,000,000	392,933,333
300 to 999	25	25%	282,500,000	420,000,000	670,000,000	488,611,391
1,000 to 2,499	18	18%	378,000,000	543,000,000	700,000,000	607,145,593
2,500 to 4,999	15	15%	310,000,000	490,000,000	732,000,000	537,331,737
5,000 to 9,999	6	6%	--	--	--	--
10,000 or more	16	16%	277,500,000	448,000,000	725,543,472	547,834,707

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	9	11%	--	--	--	--
5-9 people	29	35%	267,000,000	420,000,000	560,000,000	443,248,490
10-14 people	14	17%	268,312,500	378,000,000	523,053,744	443,849,984
15-19 people	4	5%	--	--	--	--
20 or more people	26	32%	318,000,000	554,433,248	736,500,000	590,746,880

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	9	9%	--	--	--	--
\$100,000 to \$499,999	27	27%	261,000,000	396,000,000	650,000,000	445,117,150
\$500,000 to \$999,999	17	17%	237,092,224	375,000,000	529,433,248	445,066,723
\$1 million to \$10 million	27	27%	300,000,000	432,214,016	700,000,000	554,453,578
More than \$10 million	20	20%	393,000,000	495,500,000	688,043,472	600,441,671

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	22	22%
Yes - Informal	58	57%
No	20	20%
Don't Know	2	2%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	20	25%
Yes - Informal	50	63%
No	4	5%
Don't Know	5	6%



### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	46	46%
Yes - Informal	31	31%
No	23	23%
Don't Know	1	1%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	8	8%	6	6%	88	87%
Director of Project Management Office (PMO)	2	22%	2	22%	6	67%
Portfolio Manager	--	*	--	*	6	100%
Program Manager	2	13%	3	20%	10	67%
Project Manager III	--	*	--	*	13	100%
Project Manager II	1	5%	--	*	21	95%
Project Manager I	--	*	1	7%	13	93%
Project Management Specialist	--	*	--	*	12	100%
Project Management Consultant	3	30%	--	*	7	70%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	60%	68	67%	63	62%
Director of Project Management Office (PMO)	6	67%	7	78%	8	89%
Portfolio Manager	5	83%	6	100%	4	67%
Program Manager	12	80%	12	80%	10	67%
Project Manager III	10	71%	11	79%	10	71%
Project Manager II	12	55%	15	68%	13	59%
Project Manager I	7	50%	8	57%	7	50%
Project Management Specialist	4	33%	5	42%	8	67%
Project Management Consultant	5	50%	4	40%	3	30%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	95	13.2	83	19.8
Director of Project Management Office (PMO)	8	15.1	5	16.8
Portfolio Manager	6	14.3	6	31.8
Program Manager	14	11.6	14	20.4
Project Manager III	13	12.4	12	16.4
Project Manager II	20	11.9	17	17.7
Project Manager I	13	13.1	14	24.1
Project Management Specialist	11	14.8	8	15.0
Project Management Consultant	10	15.1	7	18.3

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	32	31%	42	41%	15	15%
Director of Project Management Office (PMO)	4	44%	3	33%	2	22%
Portfolio Manager	1	17%	4	67%	1	17%
Program Manager	5	33%	6	40%	4	27%
Project Manager III	6	43%	6	43%	2	14%
Project Manager II	6	27%	8	36%	2	9%
Project Manager I	5	36%	7	50%	1	7%
Project Management Specialist	2	17%	4	33%	2	17%
Project Management Consultant	3	30%	4	40%	1	10%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	101	40.1	101	47.4
Director of Project Management Office (PMO)	9	40.0	9	47.3
Portfolio Manager	6	39.7	6	55.0
Program Manager	15	38.9	14	47.3
Project Manager III	14	39.4	14	48.7
Project Manager II	22	41.1	22	47.6
Project Manager I	14	41.4	14	47.6
Project Management Specialist	12	39.7	12	43.9
Project Management Consultant	9	40.0	10	45.0

## Annualized Salary by Position Description - Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	3	27%	--	--	--	--
Portfolio Manager	--	*	--	--	--	--
Program Manager	2	18%	--	--	--	--
Project Manager III	--	*	--	--	--	--
Project Manager II	2	18%	--	--	--	--
Project Manager I	2	18%	--	--	--	--
Project Management Specialist	1	9%	--	--	--	--
Project Management Consultant	1	9%	--	--	--	--

## Annualized Salary by Position Description - Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	6	7%	--	--	--	--
Portfolio Manager	6	7%	--	--	--	--
Program Manager	13	14%	330,000,000	568,866,496	978,488,032	629,179,582
Project Manager III	14	15%	304,500,000	393,000,000	499,090,000	417,393,422
Project Manager II	20	22%	218,000,000	380,000,000	558,782,608	386,767,979
Project Manager I	12	13%	241,620,000	342,000,000	434,000,000	356,123,333
Project Management Specialist	11	12%	360,000,000	448,000,000	600,000,000	463,968,379
Project Management Consultant	9	10%	--	--	--	--

# Ireland

## Total Compensation (in European Union Euros)

COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	520	62,125	75,000	90,000	79,041
Total Compensation	520	66,000	82,500	102,000	87,127

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

PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	12	2%	Decrease	5	1%
Remained the same	136	26%	Remain the same	114	22%
Increased less than 1%	30	6%	Increase less than 1%	25	5%
Increased 1% to 2.9%	131	25%	Increase 1% to 2.9%	161	31%
Increased 3% to 3.9%	61	12%	Increase 3% to 3.9%	73	14%
Increased 4% to 4.9%	28	5%	Increase 4% to 4.9%	28	5%
Increased 5% to 6.9%	32	6%	Increase 5% to 6.9%	55	11%
Increased 7% to 9.9%	29	6%	Increase 7% to 9.9%	17	3%
Increased 10% to 14.9%	27	5%	Increase 10% to 14.9%	26	5%
Increased 15% to 19.9%	15	3%	Increase 15% to 19.9%	6	1%
Increased 20% to 24.9%	9	2%	Increase 20% to 24.9%	5	1%
Increased 25% to 29.9%	1	*	Increase 25% to 29.9%	--	*
Increased 30% or greater	9	2%	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)	34	7%	89,500	102,000	120,000	105,523
Portfolio Manager	44	8%	75,000	82,000	99,500	86,589
Program Manager	132	25%	70,000	80,000	98,245	86,530
Project Manager III	114	22%	65,000	78,000	86,037	77,929
Project Manager II	91	18%	56,560	70,000	82,000	70,802
Project Manager I	53	10%	47,000	60,000	67,750	58,992
Project Management Specialist	23	4%	42,000	60,000	70,000	59,205
Project Management Consultant	29	6%	60,000	79,500	100,000	85,055

## 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	5	1%	--	--	--	--
5 < 10 years	40	8%	47,500	59,000	65,000	57,257
10 < 15 years	83	16%	60,000	70,000	80,000	72,077
15 < 20 years	97	19%	68,500	80,000	90,000	79,968
20 years or more	292	56%	67,625	80,000	98,875	84,787

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	146	30%	56,818	70,000	86,200	72,534
1 to 5 years	245	50%	62,600	75,000	90,000	78,243
6 years or more	95	20%	75,000	84,000	100,000	87,872
<b>EXTREME PROJECT MANAGEMENT</b>						
None	351	74%	60,000	75,000	90,000	77,060
1 to 5 years	72	15%	60,750	80,000	90,000	78,729
6 years or more	51	11%	70,000	85,000	98,500	86,105
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	110	23%	60,000	72,500	86,912	75,938
1 to 5 years	182	38%	56,950	70,000	85,000	72,505
6 years or more	191	40%	70,000	82,000	98,500	85,845
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	326	70%	60,000	75,000	90,000	78,166
1 to 5 years	80	17%	60,000	70,000	84,125	71,824
6 years or more	62	13%	75,000	85,000	100,000	86,898
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	173	36%	56,135	68,000	80,000	69,298
1 to 5 years	188	39%	64,000	78,000	90,000	78,861
6 years or more	123	25%	75,000	90,000	104,000	92,828
<b>PROGRAM MANAGEMENT</b>						
None	103	21%	51,500	65,000	74,000	66,025
1 to 5 years	224	45%	63,625	75,000	87,471	76,734
6 years or more	167	34%	75,000	88,000	101,000	90,513
<b>EARNED VALUE MANAGEMENT</b>						
None	221	46%	60,000	72,000	84,750	74,547
1 to 5 years	165	34%	62,000	76,000	90,000	77,143
6 years or more	95	20%	72,000	90,000	108,000	90,330
<b>LEAN PROJECT MANAGEMENT</b>						
None	198	41%	60,000	73,000	85,950	75,082
1 to 5 years	196	41%	60,000	75,500	90,000	77,984
6 years or more	84	18%	70,000	82,500	97,500	84,955
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	254	54%	60,000	74,000	90,000	77,171
1 to 5 years	124	26%	59,400	75,000	87,750	75,021
6 years or more	91	19%	72,300	85,000	100,000	86,033
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	103	21%	56,000	68,000	80,000	70,165
1 to 5 years	132	27%	55,000	65,000	80,000	68,193
6 years or more	253	52%	74,430	85,000	100,000	87,900
<b>RISK MANAGEMENT</b>						
None	47	10%	54,000	66,000	80,000	66,066
1 to 5 years	192	39%	57,625	68,500	80,000	69,488
6 years or more	255	52%	70,000	85,000	100,000	88,216
<b>CHANGE MANAGEMENT</b>						
None	51	10%	52,908	65,000	80,000	66,813
1 to 5 years	190	38%	58,000	68,500	80,000	69,114
6 years or more	254	51%	71,900	85,000	100,000	89,007
<b>RESOURCE MANAGEMENT</b>						
None	50	10%	55,750	65,000	76,250	67,790
1 to 5 years	203	42%	56,800	70,000	80,000	69,844
6 years or more	233	48%	72,150	85,000	100,000	89,538

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	34	7%	41,400	49,500	65,500	56,594
3 < 5 years	53	10%	49,250	62,700	70,250	63,112
5 < 10 years	166	32%	60,000	70,000	80,625	72,959
10 < 15 years	130	25%	70,000	80,000	95,250	83,708
15 < 20 years	70	13%	72,250	84,000	97,400	87,844
20 years or more	67	13%	80,000	99,000	120,000	99,850

### Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	10	2%	70,375	80,000	91,250	85,850
Some college or Associate's degree	46	9%	60,000	76,500	88,250	76,624
4-year college degree	197	38%	60,000	73,917	89,000	76,373
Master's degree	241	46%	65,000	79,500	95,000	82,335
Doctoral degree	26	5%	56,750	70,000	90,250	70,385

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	109	21%	60,000	80,000	91,000	80,069
No degree in PM	409	79%	62,850	75,000	90,000	78,861

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	403	78%	65,000	78,000	91,500	80,176
PMP for less than 1 year	2	1%	--	--	--	--
PMP for 1 < 5 years	218	55%	60,000	70,000	85,000	73,268
PMP for 5 < 10 years	125	32%	70,000	80,000	98,500	85,873
PMP for 10 < 20 years	43	11%	75,000	85,000	100,000	90,058
PMP for 20+ years	6	2%	--	--	--	--
Do not have a PMP certification	117	23%	54,000	70,500	86,000	75,131

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	276	54%	60,625	75,000	91,375	77,915
5 to 9 days	161	31%	63,500	78,000	90,000	79,129
10 days or more	77	15%	61,766	78,000	90,000	82,552

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	338	67%	65,000	78,000	95,000	81,147
Female	170	33%	60,000	73,000	88,000	74,604

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	24	5%	58,500	75,500	82,750	76,069
Consulting	34	7%	69,500	83,500	101,250	86,434
Customer Service/Public Relations	4	1%	--	--	--	--
Engineering	57	11%	62,500	72,000	89,000	74,209
Finance	16	3%	61,750	89,790	96,500	89,916
Human Resources	1	*	--	--	--	--
Information Technology/Information Systems	122	23%	61,625	79,500	95,000	79,967
Operations/Manufacturing	25	5%	50,000	60,000	80,000	65,422
Project Management Department or PMO	169	33%	64,000	80,000	93,500	81,798
Quality Management	9	2%	--	--	--	--
Research and Development	20	4%	69,014	75,000	80,000	78,283
Sales/Marketing	7	1%	--	--	--	--
Supply Chain Management/Logistics	6	1%	--	--	--	--
Training/Education	2	*	--	--	--	--
Other	24	5%	60,750	73,650	88,968	75,771

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	6	1%	--	--	--	--
Business services	3	1%	--	--	--	--
Construction	24	5%	63,500	70,000	88,750	77,896
Consulting	33	6%	64,978	75,000	106,500	83,597
Engineering	35	7%	51,560	80,000	92,000	74,997
Financial services	68	13%	60,000	82,935	110,000	88,955
Food and beverage	9	2%	--	--	--	--
Government	24	5%	52,227	65,500	83,500	70,103
Healthcare	29	6%	56,500	71,600	81,750	72,488
Information technology	135	26%	65,000	78,000	91,000	78,200
Insurance	7	1%	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	28	5%	60,000	71,000	80,155	72,847
Pharmaceuticals	31	6%	69,000	80,000	99,000	85,715
Real estate	6	1%	--	--	--	--
Resources (Agriculture, Mining, etc.)	2	*	--	--	--	--
Telecommunications	30	6%	69,764	77,000	90,250	79,849
Training/education	10	2%	60,000	70,000	74,438	68,772
Utility	7	1%	--	--	--	--
Other	33	6%	60,000	65,000	82,500	74,889

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	173	33%	68,000	82,000	98,000	84,947
Construction	56	11%	63,500	75,000	89,860	78,147
Engineering	84	16%	61,750	80,000	95,750	79,896
Information Technology	293	56%	65,000	79,500	95,000	81,067
Manufacturing	47	9%	64,000	78,000	88,000	78,364
Operations	129	25%	60,000	76,000	88,790	77,835
Quality Management	41	8%	56,415	70,000	97,500	78,864
Regulatory Compliance	66	13%	65,000	79,000	100,000	85,255
Research & Development	53	10%	66,000	75,000	93,500	80,250
Supply Chain Management/ Logistics	29	6%	65,000	80,000	98,500	82,739
Other	26	5%	58,900	74,930	90,582	77,112

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	58	11%	64,500	75,000	95,250	80,968
100 to 299	47	9%	57,000	70,000	82,000	75,005
300 to 999	76	15%	58,250	75,000	90,000	76,925
1,000 to 2,499	45	9%	66,500	75,000	91,500	79,761
2,500 to 4,999	44	8%	61,050	75,000	88,656	77,018
5,000 to 9,999	42	8%	60,000	77,500	95,000	78,629
10,000 or more	208	40%	65,000	78,000	94,750	80,544

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	58	14%	54,750	67,500	80,250	70,706
5-9 people	146	36%	65,000	76,000	90,000	79,492
10-14 people	97	24%	66,500	80,000	97,000	84,220
15-19 people	31	8%	69,055	82,000	94,000	82,146
20 or more people	79	19%	75,000	85,000	100,000	88,966

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	75	16%	55,000	62,499	80,000	68,724
\$100,000 to \$499,999	109	23%	62,200	72,000	86,050	74,879
\$500,000 to \$999,999	85	18%	63,000	78,000	91,000	78,696
\$1 million to \$10 million	165	35%	70,000	81,000	95,000	84,668
More than \$10 million	42	9%	74,250	87,500	120,000	93,689

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	108	21%
Yes - Informal	256	50%
No	136	26%
Don't Know	17	3%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	77	21%
Yes - Informal	219	60%
No	49	14%
Don't Know	17	5%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	177	35%
Yes - Informal	187	36%
No	127	25%
Don't Know	22	4%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	51	10%	70	14%	405	78%
Director of Project Management Office (PMO)	5	15%	5	15%	25	74%
Portfolio Manager	9	20%	4	9%	32	73%
Program Manager	11	8%	21	16%	102	78%
Project Manager III	13	12%	15	13%	88	78%
Project Manager II	5	5%	10	11%	76	84%
Project Manager I	3	6%	8	15%	41	79%
Project Management Specialist	3	13%	5	22%	17	74%
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	20%	285	55%	210	41%
Director of Project Management Office (PMO)	12	35%	30	88%	16	47%
Portfolio Manager	10	23%	33	75%	20	45%
Program Manager	32	24%	77	58%	59	45%
Project Manager III	19	17%	67	59%	42	37%
Project Manager II	15	16%	41	45%	33	36%
Project Manager I	8	15%	15	29%	21	40%
Project Management Specialist	3	13%	9	39%	10	43%
Project Management Consultant	5	18%	13	46%	9	32%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	491	21.8	482	23.9
Director of Project Management Office (PMO)	30	23.8	31	26.6
Portfolio Manager	41	22.9	43	25.9
Program Manager	130	22.7	125	24.2
Project Manager III	107	22.2	106	24.2
Project Manager II	82	20.0	86	21.9
Project Manager I	51	22.1	47	24.1
Project Management Specialist	23	19.0	18	20.9
Project Management Consultant	27	18.8	26	22.5



## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	89	17%	346	68%	30	6%
Director of Project Management Office (PMO)	8	24%	23	68%	4	12%
Portfolio Manager	8	18%	35	80%	--	*
Program Manager	18	14%	93	70%	9	7%
Project Manager III	20	18%	77	69%	6	5%
Project Manager II	17	19%	55	61%	7	8%
Project Manager I	9	18%	36	72%	2	4%
Project Management Specialist	6	26%	12	52%	2	9%
Project Management Consultant	3	11%	15	54%	--	*

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	516	38.6	511	44.7
Director of Project Management Office (PMO)	34	38.2	34	47.2
Portfolio Manager	44	38.3	43	46.6
Program Manager	132	38.6	131	46.3
Project Manager III	112	38.6	110	44.1
Project Manager II	90	38.5	90	42.5
Project Manager I	53	38.6	53	42.5
Project Management Specialist	23	39.0	23	43.5
Project Management Consultant	28	39.0	27	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)	2	3%	--	--	--	--
Portfolio Manager	1	1%	--	--	--	--
Program Manager	19	28%	85,000	100,000	125,000	104,994
Project Manager III	18	26%	83,750	95,000	120,000	98,389
Project Manager II	12	17%	70,000	95,600	100,000	88,767
Project Manager I	2	3%	--	--	--	--
Project Management Specialist	3	4%	--	--	--	--
Project Management Consultant	12	17%	72,750	98,000	126,250	97,250

## Annualized Salary by Position Description - Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	32	7%	88,500	102,000	120,000	104,462
Portfolio Manager	43	10%	75,000	82,000	98,000	86,277
Program Manager	113	25%	70,000	78,000	93,500	83,425
Project Manager III	96	21%	63,275	75,000	81,750	74,093
Project Manager II	79	18%	55,000	70,000	78,500	68,073
Project Manager I	51	11%	47,000	60,000	67,500	58,364
Project Management Specialist	20	4%	42,000	58,750	63,750	55,336
Project Management Consultant	17	4%	56,000	70,000	87,800	76,447

## Total Compensation (in European Union Euros)

COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	1,131	42,000	50,000	60,000	53,894
Total Compensation	1,131	44,800	54,200	67,000	59,457

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

PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	37	3%	Decrease	27	2%
Remained the same	550	49%	Remain the same	515	46%
Increased less than 1%	91	8%	Increase less than 1%	101	9%
Increased 1% to 2.9%	131	12%	Increase 1% to 2.9%	160	14%
Increased 3% to 3.9%	60	5%	Increase 3% to 3.9%	71	6%
Increased 4% to 4.9%	33	3%	Increase 4% to 4.9%	45	4%
Increased 5% to 6.9%	65	6%	Increase 5% to 6.9%	63	6%
Increased 7% to 9.9%	48	4%	Increase 7% to 9.9%	41	4%
Increased 10% to 14.9%	56	5%	Increase 10% to 14.9%	66	6%
Increased 15% to 19.9%	27	2%	Increase 15% to 19.9%	12	1%
Increased 20% to 24.9%	15	1%	Increase 20% to 24.9%	14	1%
Increased 25% to 29.9%	3	*	Increase 25% to 29.9%	6	1%
Increased 30% or greater	15	1%	Increase 30% or greater	10	1%

## Annualized Salary by Position Description

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	36	3%	50,250	60,000	88,625	71,626
Portfolio Manager	68	6%	50,500	65,708	79,500	68,018
Program Manager	242	21%	49,000	57,000	70,000	59,539
Project Manager III	298	26%	45,000	51,261	62,000	56,003
Project Manager II	229	20%	40,000	45,084	52,000	48,039
Project Manager I	141	12%	36,000	43,000	51,000	43,808
Project Management Specialist	57	5%	34,500	43,000	50,000	45,357
Project Management Consultant	60	5%	40,000	45,000	55,000	48,168

## Annualized Salary by Years of Work Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	5	*	--	--	--	--
3 < 5 years	9	1%	--	--	--	--
5 < 10 years	97	9%	34,122	40,000	45,000	40,882
10 < 15 years	199	18%	40,000	45,072	55,000	48,792
15 < 20 years	276	24%	43,000	50,000	59,750	52,810
20 years or more	545	48%	45,141	55,000	69,016	59,246

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	390	38%	42,000	50,000	60,000	52,776
1 to 5 years	495	48%	42,000	50,000	60,000	53,539
6 years or more	153	15%	44,364	53,541	65,000	57,315
<b>EXTREME PROJECT MANAGEMENT</b>						
None	712	71%	42,000	50,000	60,000	53,211
1 to 5 years	182	18%	40,000	48,650	61,000	53,505
6 years or more	106	11%	45,000	53,771	65,250	57,567
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	270	26%	42,000	50,000	61,670	54,437
1 to 5 years	328	32%	40,000	46,250	55,000	49,166
6 years or more	431	42%	45,000	53,000	65,000	56,849
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	646	65%	42,000	50,000	60,525	53,904
1 to 5 years	215	22%	40,000	50,000	57,000	51,081
6 years or more	132	13%	45,778	53,000	63,785	57,489
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	486	48%	40,000	48,000	56,000	49,703
1 to 5 years	318	31%	43,000	50,000	62,000	55,141
6 years or more	207	20%	48,000	58,000	74,000	62,911
<b>PROGRAM MANAGEMENT</b>						
None	273	26%	39,220	45,000	51,500	46,676
1 to 5 years	386	37%	42,000	50,000	59,250	52,620
6 years or more	381	37%	47,000	55,000	70,000	60,860
<b>EARNED VALUE MANAGEMENT</b>						
None	280	27%	40,000	48,000	58,000	50,859
1 to 5 years	411	40%	40,000	50,000	58,000	51,654
6 years or more	339	33%	45,000	54,600	68,000	59,630
<b>LEAN PROJECT MANAGEMENT</b>						
None	558	55%	42,000	50,000	60,000	53,108
1 to 5 years	305	30%	41,081	50,000	60,000	53,203
6 years or more	147	15%	45,000	53,000	66,000	59,599
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	446	44%	42,000	50,000	60,000	53,035
1 to 5 years	328	32%	40,000	48,000	56,000	50,210
6 years or more	244	24%	47,000	55,000	70,000	59,993
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	251	24%	40,000	50,000	60,000	51,581
1 to 5 years	253	24%	38,520	45,000	53,000	47,786
6 years or more	540	52%	46,209	53,521	65,000	57,736
<b>RISK MANAGEMENT</b>						
None	171	16%	38,000	45,000	55,000	47,722
1 to 5 years	443	42%	40,000	47,775	56,000	50,185
6 years or more	431	41%	48,000	55,000	70,000	60,949
<b>CHANGE MANAGEMENT</b>						
None	184	18%	39,250	46,250	54,000	47,524
1 to 5 years	408	39%	40,000	48,000	57,950	51,151
6 years or more	443	43%	46,000	55,000	68,000	59,273
<b>RESOURCE MANAGEMENT</b>						
None	98	9%	38,475	45,000	52,000	47,044
1 to 5 years	385	37%	40,000	45,084	55,000	48,418
6 years or more	560	54%	45,000	55,000	69,680	58,817

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	36	3%	32,250	40,000	47,625	42,545
3 < 5 years	79	7%	34,500	42,000	47,000	41,694
5 < 10 years	340	30%	39,625	45,000	54,800	48,490
10 < 15 years	347	31%	45,000	50,000	61,000	54,292
15 < 20 years	204	18%	48,000	55,000	67,750	60,565
20 years or more	125	11%	51,600	61,000	80,000	67,582

### Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	159	14%	44,100	50,000	60,000	53,592
Some college or Associate's degree	29	3%	40,000	48,000	63,000	52,174
4-year college degree	159	14%	40,000	48,000	57,000	50,850
Master's degree	686	61%	42,000	50,000	61,140	54,564
Doctoral degree	98	9%	43,750	51,500	64,250	55,144

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	161	14%	40,000	49,000	60,000	52,562
No degree in PM	958	86%	42,000	50,000	60,000	54,011

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	972	86%	43,000	50,000	61,000	54,936
PMP for less than 1 year	12	1%	42,750	48,500	69,000	52,750
PMP for 1 < 5 years	441	46%	40,000	48,618	57,000	51,095
PMP for 5 < 10 years	326	34%	44,075	52,000	65,000	56,917
PMP for 10 < 20 years	179	19%	49,000	55,000	70,000	60,968
PMP for 20+ years	2	*	--	--	--	--
Do not have a PMP certification	159	14%	36,000	43,000	53,000	47,526

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	463	42%	42,000	50,000	60,000	53,477
5 to 9 days	327	30%	43,000	50,000	60,000	54,277
10 days or more	311	28%	41,000	50,000	60,000	54,409

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	903	82%	42,500	50,000	63,000	55,095
Female	195	18%	40,000	45,000	53,000	47,633

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	50	4%	44,750	54,170	70,500	59,708
Consulting	111	10%	44,000	50,000	66,000	57,921
Customer Service/Public Relations	8	1%	--	--	--	--
Engineering	101	9%	40,500	49,000	58,500	51,654
Finance	11	1%	34,000	45,000	50,000	42,909
Human Resources	3	*	--	--	--	--
Information Technology/Information Systems	330	29%	40,000	49,630	57,000	51,353
Operations/Manufacturing	47	4%	38,000	50,000	60,000	53,209
Project Management Department or PMO	349	31%	43,000	51,000	62,000	55,118
Quality Management	11	1%	43,000	50,000	57,000	53,891
Research and Development	45	4%	43,496	48,883	61,204	51,905
Sales/Marketing	42	4%	43,750	52,125	63,500	55,904
Supply Chain Management/Logistics	6	1%	--	--	--	--
Training/Education	2	*	--	--	--	--
Other	15	1%	45,072	52,000	65,000	56,971

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	49	4%	43,500	55,000	62,000	54,427
Business services	10	1%	38,000	43,000	57,750	45,300
Construction	30	3%	50,000	59,850	86,750	68,944
Consulting	98	9%	45,000	50,801	65,250	57,526
Engineering	92	8%	40,000	50,000	59,750	50,427
Financial services	59	5%	42,000	49,259	60,500	53,389
Food and beverage	14	1%	44,664	58,704	91,250	69,326
Government	16	1%	36,250	49,000	71,250	53,513
Healthcare	19	2%	41,000	52,000	69,033	60,191
Information technology	375	33%	40,000	49,000	58,000	51,533
Insurance	7	1%	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	78	7%	43,750	49,500	60,000	55,002
Pharmaceuticals	19	2%	43,000	52,000	77,000	56,348
Real estate	2	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	20	2%	41,250	57,500	91,500	65,324
Telecommunications	128	11%	43,000	50,000	60,000	53,106
Training/education	5	*	--	--	--	--
Utility	21	2%	38,750	47,000	57,500	47,814
Other	89	8%	42,000	52,000	64,000	54,029

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	231	20%	45,000	53,000	67,000	57,648
Construction	94	8%	42,000	54,500	68,500	59,304
Engineering	271	24%	42,000	50,000	61,000	53,416
Information Technology	657	58%	42,000	50,000	60,000	53,050
Manufacturing	112	10%	43,250	50,000	60,000	54,457
Operations	170	15%	43,750	53,000	60,000	55,417
Quality Management	67	6%	41,000	50,000	60,000	55,295
Regulatory Compliance	64	6%	45,500	55,000	63,105	57,586
Research & Development	137	12%	44,364	53,000	60,000	54,667
Supply Chain Management/ Logistics	73	6%	46,000	55,000	74,500	60,811
Other	65	6%	45,000	55,000	70,000	61,105

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	101	9%	36,500	48,000	56,000	50,199
100 to 299	101	9%	36,000	44,000	58,000	49,393
300 to 999	131	12%	42,000	50,000	60,000	52,480
1,000 to 2,499	115	10%	43,000	50,000	58,000	52,778
2,500 to 4,999	122	11%	40,750	46,500	58,250	51,436
5,000 to 9,999	72	6%	40,000	50,000	62,025	53,201
10,000 or more	489	43%	45,000	52,000	65,000	56,944

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	162	18%	39,000	45,542	57,850	49,998
5-9 people	289	31%	41,996	50,000	58,704	51,956
10-14 people	212	23%	44,000	52,000	60,375	55,286
15-19 people	78	8%	45,000	54,000	65,000	56,998
20 or more people	183	20%	48,061	56,000	70,000	62,312

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	162	18%	39,000	45,542	57,850	49,998
\$100,000 to \$499,999	289	31%	41,996	50,000	58,704	51,956
\$500,000 to \$999,999	212	23%	44,000	52,000	60,375	55,286
\$1 million to \$10 million	78	8%	45,000	54,000	65,000	56,998
More than \$10 million	183	20%	48,061	56,000	70,000	62,312

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	171	15%
Yes - Informal	380	34%
No	493	44%
Don't Know	68	6%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	98	18%
Yes - Informal	288	53%
No	106	20%
Don't Know	50	9%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	349	32%
Yes - Informal	364	33%
No	324	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	43	4%	40	4%	1,032	93%
Director of Project Management Office (PMO)	2	6%	2	6%	31	89%
Portfolio Manager	5	7%	6	9%	57	85%
Program Manager	16	7%	14	6%	209	88%
Project Manager III	10	3%	6	2%	279	95%
Project Manager II	4	2%	6	3%	216	96%
Project Manager I	3	2%	3	2%	130	96%
Project Management Specialist	--	*	--	*	55	100%
Project Management Consultant	3	5%	3	5%	55	92%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	33%	876	78%	382	34%
Director of Project Management Office (PMO)	16	46%	28	80%	8	23%
Portfolio Manager	42	62%	62	91%	37	54%
Program Manager	101	42%	206	85%	108	45%
Project Manager III	103	35%	238	80%	104	35%
Project Manager II	59	26%	172	75%	52	23%
Project Manager I	27	20%	94	68%	35	25%
Project Management Specialist	12	21%	36	64%	23	41%
Project Management Consultant	16	27%	40	67%	15	25%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	972	24.5	954	27.4
Director of Project Management Office (PMO)	30	24.3	28	25.6
Portfolio Manager	59	25.8	57	28.9
Program Manager	214	24.6	214	27.6
Project Manager III	256	24.8	258	27.5
Project Manager II	201	24.2	197	27.1
Project Manager I	109	25.1	112	28.5
Project Management Specialist	46	24.3	40	27.5
Project Management Consultant	57	20.8	48	24.0

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	223	20%	605	56%	130	12%
Director of Project Management Office (PMO)	8	23%	18	51%	4	11%
Portfolio Manager	10	15%	50	76%	3	5%
Program Manager	52	22%	131	56%	29	12%
Project Manager III	66	23%	156	54%	35	12%
Project Manager II	43	19%	117	53%	32	14%
Project Manager I	22	17%	78	59%	14	11%
Project Management Specialist	10	19%	30	57%	6	11%
Project Management Consultant	12	20%	25	42%	7	12%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	1,107	39.7	1,098	46.3
Director of Project Management Office (PMO)	35	40.2	36	46.7
Portfolio Manager	66	39.7	66	48.7
Program Manager	237	39.7	236	47.9
Project Manager III	293	39.7	289	46.7
Project Manager II	226	39.5	226	45.0
Project Manager I	136	39.6	137	45.1
Project Management Specialist	54	39.9	52	44.0
Project Management Consultant	60	40.3	56	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)	5	3%	--	--	--	--
Portfolio Manager	10	6%	49,500	58,736	71,627	62,531
Program Manager	44	27%	47,250	60,000	70,000	60,718
Project Manager III	38	23%	44,334	53,500	76,250	65,106
Project Manager II	27	16%	36,000	44,000	60,000	53,111
Project Manager I	15	9%	38,000	45,000	50,000	42,867
Project Management Specialist	9	5%	--	--	--	--
Project Management Consultant	17	10%	40,500	47,000	63,500	52,706

## Annualized Salary by Position Description - Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	31	3%	50,000	57,000	80,000	63,951
Portfolio Manager	58	6%	51,500	68,953	80,000	68,965
Program Manager	198	20%	49,000	56,600	69,250	59,277
Project Manager III	260	27%	45,000	51,000	60,000	54,672
Project Manager II	202	21%	40,000	45,900	52,000	47,361
Project Manager I	126	13%	35,981	42,000	51,151	43,920
Project Management Specialist	48	5%	35,430	45,000	50,000	46,755
Project Management Consultant	43	4%	40,000	45,000	55,000	46,373



# Japan

Total Compensation (in Japanese Yen)					
COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	602	6,000,000	7,282,200	9,000,000	7,844,288
Total Compensation	602	8,000,000	9,600,000	11,500,000	9,945,449

Reported/Expected Change in Total Compensation over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	43	7%	Decrease	36	6%
Remained the same	191	32%	Remain the same	187	31%
Increased less than 1%	71	12%	Increase less than 1%	59	10%
Increased 1% to 2.9%	123	20%	Increase 1% to 2.9%	124	21%
Increased 3% to 3.9%	42	7%	Increase 3% to 3.9%	64	11%
Increased 4% to 4.9%	25	4%	Increase 4% to 4.9%	19	3%
Increased 5% to 6.9%	37	6%	Increase 5% to 6.9%	37	6%
Increased 7% to 9.9%	21	3%	Increase 7% to 9.9%	13	2%
Increased 10% to 14.9%	29	5%	Increase 10% to 14.9%	40	7%
Increased 15% to 19.9%	5	1%	Increase 15% to 19.9%	4	1%
Increased 20% to 24.9%	7	1%	Increase 20% to 24.9%	7	1%
Increased 25% to 29.9%	4	1%	Increase 25% to 29.9%	1	*
Increased 30% or greater	4	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)	36	6%	7,000,000	8,500,000	11,750,000	9,506,974
Portfolio Manager	23	4%	7,000,000	8,000,000	10,000,000	8,143,913
Program Manager	91	15%	7,000,000	9,000,000	11,000,000	9,383,731
Project Manager III	78	13%	6,200,000	8,000,000	9,555,325	8,174,466
Project Manager II	119	20%	6,000,000	7,000,000	9,000,000	7,502,812
Project Manager I	163	27%	5,500,000	6,600,000	8,000,000	6,811,434
Project Management Specialist	60	10%	4,650,000	6,100,000	8,400,000	6,683,028
Project Management Consultant	32	5%	6,625,000	8,550,000	10,000,000	9,284,145

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	2	*	--	--	--	--
3 < 5 years	2	*	--	--	--	--
5 < 10 years	39	6%	4,806,000	6,000,000	7,000,000	6,037,094
10 < 15 years	100	17%	5,318,888	6,550,000	8,300,000	7,082,631
15 < 20 years	140	23%	6,000,000	7,000,000	9,000,000	7,635,585
20 years or more	319	53%	6,600,000	8,000,000	10,000,000	8,424,357

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	263	50%	6,000,000	7,000,000	8,500,000	7,380,622
1 to 5 years	186	36%	6,000,000	7,900,000	10,000,000	8,321,563
6 years or more	72	14%	6,225,000	8,000,000	10,000,000	8,603,057
<b>EXTREME PROJECT MANAGEMENT</b>						
None	301	58%	6,000,000	7,000,000	9,000,000	7,751,057
1 to 5 years	128	25%	6,000,000	7,245,000	9,500,000	7,831,292
6 years or more	87	17%	6,500,000	8,000,000	10,000,000	8,482,410
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	136	26%	6,000,000	7,000,000	8,953,700	7,613,831
1 to 5 years	172	33%	6,000,000	7,000,000	9,000,000	7,582,687
6 years or more	218	41%	6,150,000	8,000,000	10,000,000	8,315,077
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	318	61%	6,000,000	7,200,000	9,000,000	7,880,546
1 to 5 years	118	23%	5,739,987	7,000,000	9,000,000	7,515,567
6 years or more	84	16%	6,350,000	8,000,000	9,917,500	8,249,501
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	261	50%	6,000,000	7,000,000	8,600,000	7,427,414
1 to 5 years	160	31%	6,000,000	7,900,000	9,575,000	8,082,307
6 years or more	103	20%	6,500,000	8,000,000	10,000,000	8,704,938
<b>PROGRAM MANAGEMENT</b>						
None	190	36%	5,940,329	7,000,000	8,400,000	7,163,826
1 to 5 years	191	36%	6,000,000	7,500,000	9,500,000	7,889,895
6 years or more	146	28%	6,500,000	8,000,000	10,000,000	8,757,784
<b>EARNED VALUE MANAGEMENT</b>						
None	163	31%	5,600,000	7,000,000	8,000,000	7,160,729
1 to 5 years	197	38%	6,000,000	7,200,000	9,400,000	7,933,609
6 years or more	165	31%	6,750,000	8,000,000	10,000,000	8,493,112
<b>LEAN PROJECT MANAGEMENT</b>						
None	236	45%	6,000,000	7,000,000	8,560,945	7,457,458
1 to 5 years	168	32%	6,000,000	7,500,000	9,575,000	8,083,654
6 years or more	117	22%	6,500,000	8,000,000	10,000,000	8,406,149
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	222	42%	6,000,000	7,000,000	9,000,000	7,787,725
1 to 5 years	166	32%	6,000,000	7,000,000	9,000,000	7,550,602
6 years or more	135	26%	6,300,000	8,000,000	10,000,000	8,318,211
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	76	14%	6,525,000	7,650,000	8,964,215	7,797,934
1 to 5 years	128	24%	5,500,000	6,500,000	8,000,000	7,089,977
6 years or more	330	62%	6,300,000	7,950,000	9,850,000	8,215,405
<b>RISK MANAGEMENT</b>						
None	49	9%	5,075,000	7,000,000	8,000,000	7,000,735
1 to 5 years	175	33%	5,676,000	7,000,000	8,581,260	7,263,640
6 years or more	308	58%	6,600,347	8,000,000	10,000,000	8,412,325
<b>CHANGE MANAGEMENT</b>						
None	86	16%	6,000,000	7,000,000	8,050,000	7,227,404
1 to 5 years	191	36%	6,000,000	7,000,000	8,600,000	7,510,818
6 years or more	254	48%	6,500,000	8,000,000	10,000,000	8,382,161
<b>RESOURCE MANAGEMENT</b>						
None	69	13%	5,874,480	7,000,000	9,000,000	7,524,333
1 to 5 years	169	32%	6,000,000	7,000,000	8,500,000	7,355,792
6 years or more	288	55%	6,500,000	8,000,000	9,917,500	8,297,783

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	14	2%	5,529,988	6,000,000	8,775,000	7,671,904
3 < 5 years	40	7%	5,000,000	6,000,000	7,500,000	6,539,483
5 < 10 years	183	30%	5,500,000	6,800,000	8,400,000	7,184,173
10 < 15 years	163	27%	6,500,000	7,500,000	9,500,000	7,879,838
15 < 20 years	133	22%	6,900,000	8,000,000	10,000,000	8,599,279
20 years or more	69	11%	7,000,000	8,000,000	10,000,000	8,847,164

### Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	32	5%	6,000,000	6,750,000	8,000,000	7,217,750
Some college or Associate's degree	30	5%	6,000,000	7,600,000	8,625,000	7,552,449
4-year college degree	359	60%	6,000,000	7,000,000	9,000,000	7,608,351
Master's degree	169	28%	6,000,000	7,800,000	9,550,000	8,173,211
Doctoral degree	12	2%	8,150,000	12,000,000	16,985,000	12,670,802

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	48	8%	6,000,000	7,350,000	9,000,000	8,130,021
No degree in PM	547	92%	6,000,000	7,290,000	9,000,000	7,829,105

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	556	92%	6,000,000	7,282,200	9,000,000	7,839,310
PMP for less than 1 year	5	1%	--	--	--	--
PMP for 1 < 5 years	219	40%	6,000,000	7,000,000	8,500,000	7,386,400
PMP for 5 < 10 years	164	30%	6,000,000	7,430,000	9,000,000	7,741,502
PMP for 10 < 20 years	158	29%	6,775,000	8,000,000	10,000,000	8,459,993
PMP for 20+ years	4	1%	--	--	--	--
Do not have a PMP certification	46	8%	5,000,000	7,250,000	9,700,000	7,904,457

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	206	37%	6,000,000	7,800,000	9,600,000	7,960,299
5 to 9 days	171	30%	6,000,000	7,000,000	8,800,000	7,720,723
10 days or more	185	33%	6,000,000	7,500,000	9,000,000	7,993,951

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	540	91%	6,000,000	7,500,000	9,000,000	7,912,841
Female	54	9%	5,398,125	7,000,000	8,500,000	7,085,690

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	36	6%	6,525,347	7,900,000	10,000,000	8,135,867
Consulting	49	8%	7,000,000	8,888,000	10,000,000	9,151,020
Customer Service/Public Relations	6	1%	--	--	--	--
Engineering	93	15%	5,880,658	7,000,000	8,550,000	7,282,452
Finance	13	2%	6,500,000	7,900,000	9,000,000	7,600,000
Human Resources	2	*	--	--	--	--
Information Technology/Information Systems	253	42%	6,000,000	7,000,000	8,500,000	7,334,829
Operations/Manufacturing	5	1%	--	--	--	--
Project Management Department or PMO	96	16%	7,000,000	8,000,000	10,000,000	8,772,977
Quality Management	9	1%	--	--	--	--
Research and Development	14	2%	6,150,000	8,250,000	10,125,000	8,570,000
Sales/Marketing	18	3%	4,367,500	7,100,000	9,125,000	7,193,889
Supply Chain Management/Logistics	2	*	--	--	--	--
Training/Education	3	*	--	--	--	--
Other	3	*	--	--	--	--

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	5	1%	--	--	--	--
Business services	4	1%	--	--	--	--
Construction	12	2%	6,450,000	8,000,000	9,375,000	8,241,667
Consulting	32	5%	8,000,000	9,400,000	12,000,000	10,486,886
Engineering	83	14%	5,400,000	7,000,000	8,000,000	7,083,781
Financial services	23	4%	7,000,000	8,000,000	9,600,000	8,687,594
Food and beverage	5	1%	--	--	--	--
Government	11	2%	6,400,000	7,000,000	8,300,000	7,109,217
Healthcare	7	1%	--	--	--	--
Information technology	295	49%	6,000,000	7,000,000	8,500,000	7,299,678
Insurance	11	2%	7,192,000	10,000,000	12,000,000	9,624,727
Legal	2	*	--	--	--	--
Manufacturing	39	6%	6,000,000	7,800,000	10,000,000	7,941,561
Pharmaceuticals	14	2%	7,150,000	8,500,000	9,825,000	9,400,000
Real estate	--	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	2	*	--	--	--	--
Telecommunications	43	7%	6,700,000	8,000,000	11,000,000	8,732,977
Training/education	1	*	--	--	--	--
Utility	4	1%	--	--	--	--
Other	9	1%	--	--	--	--

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	96	16%	6,625,000	9,000,000	11,000,000	9,154,840
Construction	42	7%	6,000,000	8,000,000	9,585,000	8,416,599
Engineering	119	20%	6,000,000	7,403,000	8,856,860	7,451,845
Information Technology	394	67%	6,000,000	7,000,000	9,000,000	7,762,479
Manufacturing	36	6%	5,820,987	7,100,000	9,750,000	8,265,064
Operations	60	10%	6,000,000	7,400,000	10,750,000	8,802,326
Quality Management	48	8%	6,125,000	7,900,000	9,375,000	8,231,167
Regulatory Compliance	17	3%	7,550,000	10,000,000	15,000,000	11,463,801
Research & Development	36	6%	6,500,000	8,000,000	10,000,000	8,570,000
Supply Chain Management/Logistics	32	5%	6,311,750	7,800,000	10,000,000	9,052,143
Other	10	2%	6,525,000	7,300,000	10,125,000	8,595,000

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	30	5%	5,875,000	7,900,000	10,000,000	7,956,182
100 to 299	40	7%	6,000,000	7,500,000	9,305,325	8,007,271
300 to 999	81	13%	5,800,000	7,000,000	8,600,000	7,419,756
1,000 to 2,499	107	18%	6,000,000	7,000,000	8,300,000	7,389,772
2,500 to 4,999	44	7%	5,275,000	7,100,000	8,225,000	7,203,091
5,000 to 9,999	58	10%	6,000,000	7,100,000	9,000,000	7,638,527
10,000 or more	242	40%	6,557,982	7,900,000	10,000,000	8,312,434

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	60	13%	5,335,000	6,486,168	8,000,000	6,841,310
5-9 people	113	24%	6,000,000	7,200,000	9,000,000	7,830,514
10-14 people	102	22%	6,000,000	8,000,000	10,000,000	8,160,278
15-19 people	31	7%	6,000,000	7,800,000	10,000,000	7,998,161
20 or more people	158	34%	6,500,000	8,000,000	9,430,325	8,253,681

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	61	12%	5,100,000	6,500,000	8,000,000	6,783,255
\$100,000 to \$499,999	141	28%	6,000,000	7,000,000	8,500,000	7,548,817
\$500,000 to \$999,999	86	17%	6,000,000	7,100,000	9,000,000	7,449,517
\$1 million to \$10 million	161	32%	6,600,693	7,800,000	10,000,000	8,335,171
More than \$10 million	57	11%	7,000,000	8,600,000	10,000,000	9,421,381

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	172	30%
Yes - Informal	200	35%
No	139	24%
Don't Know	60	11%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	130	36%
Yes - Informal	183	50%
No	34	9%
Don't Know	19	5%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	191	34%
Yes - Informal	173	31%
No	154	27%
Don't Know	44	8%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	40	7%	18	3%	520	91%
Director of Project Management Office (PMO)	7	20%	1	3%	28	80%
Portfolio Manager	3	13%	--	*	20	87%
Program Manager	11	12%	7	8%	73	82%
Project Manager III	4	5%	1	1%	72	95%
Project Manager II	4	4%	1	1%	107	96%
Project Manager I	8	5%	3	2%	140	93%
Project Management Specialist	1	2%	4	7%	52	91%
Project Management Consultant	2	6%	1	3%	28	90%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	24%	230	40%	69	12%
Director of Project Management Office (PMO)	8	24%	12	35%	5	15%
Portfolio Manager	4	17%	10	43%	1	4%
Program Manager	22	25%	48	55%	14	16%
Project Manager III	21	28%	33	44%	13	17%
Project Manager II	24	21%	44	39%	13	12%
Project Manager I	38	25%	58	38%	9	6%
Project Management Specialist	21	37%	13	23%	10	18%
Project Management Consultant	1	3%	12	38%	4	13%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	546	19.2	520	25.3
Director of Project Management Office (PMO)	29	16.5	28	23.8
Portfolio Manager	22	17.9	21	17.7
Program Manager	86	17.6	79	25.3
Project Manager III	71	19.5	68	28.7
Project Manager II	108	19.2	106	22.8
Project Manager I	143	20.1	138	28.3
Project Management Specialist	56	21.2	50	21.4
Project Management Consultant	31	18.3	30	25.9

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	218	40%	282	52%	50	9%
Director of Project Management Office (PMO)	14	47%	11	37%	5	17%
Portfolio Manager	9	39%	9	39%	4	17%
Program Manager	34	41%	40	48%	13	16%
Project Manager III	32	46%	41	59%	6	9%
Project Manager II	39	36%	55	51%	12	11%
Project Manager I	53	36%	88	60%	8	5%
Project Management Specialist	28	53%	26	49%	--	*
Project Management Consultant	9	29%	12	39%	2	6%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	565	39.3	561	46.8
Director of Project Management Office (PMO)	30	38.9	30	44.3
Portfolio Manager	23	40.7	22	49.4
Program Manager	83	39.1	84	48.1
Project Manager III	74	39.0	72	46.4
Project Manager II	114	39.5	113	47.6
Project Manager I	152	39.2	152	46.1
Project Management Specialist	58	39.6	57	46.7
Project Management Consultant	31	39.8	31	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)	3	5%	--	--	--	--
Portfolio Manager	1	2%	--	--	--	--
Program Manager	9	16%	--	--	--	--
Project Manager III	6	11%	--	--	--	--
Project Manager II	11	20%	6,000,000	8,000,000	9,580,000	7,898,182
Project Manager I	14	25%	6,900,000	8,000,000	10,000,000	8,614,286
Project Management Specialist	3	5%	--	--	--	--
Project Management Consultant	8	15%	--	--	--	--

## 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%	7,000,000	8,000,000	11,500,000	9,492,457
Portfolio Manager	22	4%	7,000,000	7,750,000	9,407,500	8,059,545
Program Manager	82	15%	7,000,000	9,000,000	11,000,000	9,479,165
Project Manager III	72	13%	6,200,000	8,000,000	9,851,775	8,259,838
Project Manager II	108	20%	6,000,000	7,000,000	8,500,000	7,462,542
Project Manager I	149	27%	5,240,000	6,440,000	8,000,000	6,642,039
Project Management Specialist	57	%	4,600,000	6,000,000	8,200,000	6,543,538
Project Management Consultant	24	4%	6,500,000	7,701,500	9,375,000	8,299,292

# Malaysia

## Total Compensation (in Malaysian Ringgit)

COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	440	108,000	150,000	210,000	170,783
Total Compensation	440	120,000	175,000	254,797	202,870

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

PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	13	3%	Decrease	7	2%
Remained the same	99	23%	Remain the same	76	17%
Increased less than 1%	9	2%	Increase less than 1%	9	2%
Increased 1% to 2.9%	55	13%	Increase 1% to 2.9%	36	8%
Increased 3% to 3.9%	64	15%	Increase 3% to 3.9%	51	12%
Increased 4% to 4.9%	46	10%	Increase 4% to 4.9%	44	10%
Increased 5% to 6.9%	68	15%	Increase 5% to 6.9%	88	20%
Increased 7% to 9.9%	35	8%	Increase 7% to 9.9%	43	10%
Increased 10% to 14.9%	28	6%	Increase 10% to 14.9%	40	9%
Increased 15% to 19.9%	6	1%	Increase 15% to 19.9%	13	3%
Increased 20% to 24.9%	7	2%	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	6	1%	Increase 30% or greater	17	4%

## Annualized Salary by Position Description

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	26	6%	209,750	240,000	336,830	260,302
Portfolio Manager	25	6%	156,000	200,000	320,000	240,912
Program Manager	71	16%	134,400	180,000	228,000	190,320
Project Manager III	105	24%	122,000	174,000	227,425	181,566
Project Manager II	79	18%	112,000	144,000	184,000	154,468
Project Manager I	74	17%	79,000	102,500	137,000	117,117
Project Management Specialist	37	8%	87,080	125,000	207,000	162,025
Project Management Consultant	23	5%	86,000	120,000	150,000	126,611

## Annualized Salary by Years of Work Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	--	*	--	--	--	--
3 < 5 years	4	1%	--	--	--	--
5 < 10 years	56	13%	67,558	82,800	108,000	90,214
10 < 15 years	100	23%	100,000	126,190	189,968	144,235
15 < 20 years	134	30%	133,800	170,000	222,750	178,287
20 years or more	146	33%	144,000	199,990	260,700	216,188



## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	139	35%	97,271	138,600	204,000	163,840
1 to 5 years	188	47%	108,000	160,500	207,300	169,920
6 years or more	72	18%	133,250	169,000	240,000	197,964
<b>EXTREME PROJECT MANAGEMENT</b>						
None	226	57%	100,600	150,000	200,500	165,871
1 to 5 years	99	25%	110,000	167,000	222,000	171,693
6 years or more	71	18%	132,000	161,000	240,000	195,212
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	85	21%	113,142	156,000	213,500	177,828
1 to 5 years	155	38%	90,000	130,000	190,000	147,104
6 years or more	166	41%	130,000	173,358	240,000	193,445
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	229	59%	108,384	150,000	209,000	166,201
1 to 5 years	97	25%	103,237	150,000	200,000	165,115
6 years or more	64	16%	134,550	177,500	246,224	203,678
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	151	38%	96,000	132,000	185,224	152,255
1 to 5 years	147	37%	108,000	165,870	214,500	173,770
6 years or more	97	25%	137,500	180,000	240,000	201,747
<b>PROGRAM MANAGEMENT</b>						
None	104	26%	84,000	119,802	174,000	141,777
1 to 5 years	156	39%	108,000	150,000	192,131	163,364
6 years or more	141	35%	139,300	180,000	240,000	204,589
<b>EARNED VALUE MANAGEMENT</b>						
None	141	36%	98,916	140,000	200,000	157,717
1 to 5 years	155	39%	107,900	151,200	207,600	172,849
6 years or more	100	25%	140,000	180,000	240,000	197,670
<b>LEAN PROJECT MANAGEMENT</b>						
None	179	45%	102,000	150,000	210,000	168,978
1 to 5 years	147	37%	108,000	151,200	202,000	165,949
6 years or more	72	18%	130,500	160,500	233,100	192,242
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	178	45%	105,069	150,000	201,000	167,254
1 to 5 years	119	30%	98,231	134,400	192,000	155,097
6 years or more	96	24%	140,000	180,000	240,000	201,468
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	102	25%	99,318	144,260	200,500	167,840
1 to 5 years	110	27%	89,500	120,000	171,050	139,764
6 years or more	189	47%	130,000	180,000	240,000	193,843
<b>RISK MANAGEMENT</b>						
None	30	7%	83,400	119,970	155,460	132,915
1 to 5 years	176	43%	90,843	120,000	180,000	143,206
6 years or more	205	50%	144,000	180,000	240,000	204,768
<b>CHANGE MANAGEMENT</b>						
None	46	11%	84,000	119,850	186,418	138,041
1 to 5 years	170	42%	90,000	121,764	180,000	145,107
6 years or more	191	47%	140,000	180,000	240,000	206,095
<b>RESOURCE MANAGEMENT</b>						
None	39	10%	93,600	142,000	240,000	167,798
1 to 5 years	160	40%	90,900	120,000	181,350	143,117
6 years or more	205	51%	135,700	175,000	240,000	195,481

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	14	3%	89,026	120,500	168,060	121,060
3 < 5 years	36	8%	80,250	117,970	154,500	132,761
5 < 10 years	156	35%	90,000	120,000	181,350	140,585
10 < 15 years	144	33%	121,000	170,000	229,800	183,003
15 < 20 years	62	14%	154,800	208,700	256,646	217,431
20 years or more	28	6%	150,000	198,500	339,707	246,636

### Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	11	3%	93,372	143,000	168,000	136,125
Some college or Associate's degree	24	5%	117,000	147,462	230,300	178,255
4-year college degree	253	58%	103,937	150,000	203,000	166,672
Master's degree	147	33%	108,000	169,000	228,484	177,061
Doctoral degree	5	1%	--	--	--	--

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	49	11%	108,500	166,800	205,000	171,686
No degree in PM	390	89%	108,000	150,000	213,250	170,595

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	349	79%	120,000	162,970	224,425	178,567
PMP for less than 1 year	4	1%	--	--	--	--
PMP for 1 < 5 years	178	52%	100,555	140,000	192,000	152,419
PMP for 5 < 10 years	124	36%	140,750	180,000	240,000	204,109
PMP for 10 < 20 years	36	10%	150,000	182,000	249,000	215,551
PMP for 20+ years	1	*	--	--	--	--
Do not have a PMP certification	91	21%	82,960	120,000	185,000	140,928

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	172	40%	115,800	157,800	218,625	175,506
5 to 9 days	157	37%	98,636	146,916	207,000	167,648
10 days or more	99	23%	108,000	149,927	228,484	170,351

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	305	72%	112,142	150,000	214,000	174,641
Female	118	28%	99,900	148,944	212,500	165,535

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	9	2%	--	--	--	--
Consulting	27	6%	140,000	180,000	240,000	191,110
Customer Service/Public Relations	--	*	--	--	--	--
Engineering	44	10%	85,000	120,000	154,500	135,096
Finance	3	1%	--	--	--	--
Human Resources	7	2%	--	--	--	--
Information Technology/Information Systems	72	16%	120,000	166,900	234,975	179,695
Operations/Manufacturing	21	5%	98,000	123,000	206,000	160,196
Project Management Department or PMO	216	49%	107,925	150,000	204,850	169,019
Quality Management	3	1%	--	--	--	--
Research and Development	10	2%	94,526	144,205	171,750	137,104
Sales/Marketing	7	2%	--	--	--	--
Supply Chain Management/Logistics	5	1%	--	--	--	--
Training/Education	--	*	--	--	--	--
Other	16	4%	148,000	187,500	236,750	191,063

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	1	*	--	--	--	--
Business services	4	1%	--	--	--	--
Construction	36	8%	102,250	133,500	221,000	161,772
Consulting	26	6%	115,185	156,485	240,000	167,028
Engineering	51	12%	102,000	150,000	200,000	168,956
Financial services	33	8%	110,000	176,400	237,500	174,725
Food and beverage	1	*	--	--	--	--
Government	7	2%	--	--	--	--
Healthcare	3	1%	--	--	--	--
Information technology	92	21%	108,000	153,600	212,400	167,621
Insurance	6	1%	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	49	11%	96,000	132,000	177,977	142,521
Pharmaceuticals	1	*	--	--	--	--
Real estate	7	2%	--	--	--	--
Resources (Agriculture, Mining, etc.)	43	10%	144,000	200,000	282,000	217,037
Telecommunications	27	6%	102,000	130,000	180,000	150,771
Training/education	1	*	--	--	--	--
Utility	16	4%	80,100	120,000	171,000	128,064
Other	36	8%	120,000	160,935	201,000	179,512

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	96	22%	134,400	180,900	233,000	201,163
Construction	115	26%	100,800	147,888	227,700	177,579
Engineering	130	30%	100,000	144,000	202,000	171,511
Information Technology	195	45%	120,000	168,000	228,000	180,789
Manufacturing	47	11%	96,000	140,000	200,000	161,419
Operations	82	19%	117,650	153,000	223,213	184,280
Quality Management	28	6%	117,000	160,000	220,500	177,173
Regulatory Compliance	35	8%	134,400	188,508	256,195	192,834
Research & Development	33	8%	100,400	150,000	205,000	172,824
Supply Chain Management/ Logistics	36	8%	117,000	154,964	201,500	170,050
Other	43	10%	105,600	144,000	221,000	168,210

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	42	10%	87,450	147,000	182,500	156,557
100 to 299	49	11%	104,370	145,000	192,500	155,527
300 to 999	71	16%	96,000	140,000	202,000	159,541
1,000 to 2,499	64	15%	110,571	158,500	222,138	168,896
2,500 to 4,999	43	10%	96,000	120,000	166,800	130,077
5,000 to 9,999	36	8%	100,800	145,458	203,500	161,599
10,000 or more	135	31%	130,000	181,800	245,000	202,968

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	25	7%	78,500	110,000	153,000	132,118
5-9 people	132	38%	101,100	139,600	191,500	157,308
10-14 people	76	22%	102,900	150,000	202,000	163,966
15-19 people	38	11%	119,000	158,500	217,875	179,664
20 or more people	77	22%	150,000	200,000	251,100	215,221

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	41	10%	84,000	122,000	177,100	137,164
\$100,000 to \$499,999	93	23%	98,636	130,000	182,500	142,968
\$500,000 to \$999,999	55	14%	120,000	150,000	208,000	169,851
\$1 million to \$10 million	126	31%	120,000	173,500	230,000	182,872
More than \$10 million	86	21%	108,360	175,920	280,500	203,651

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	92	21%
Yes - Informal	216	50%
No	90	21%
Don't Know	37	9%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	64	21%
Yes - Informal	182	60%
No	33	11%
Don't Know	26	9%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	156	36%
Yes - Informal	159	37%
No	96	22%
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	26	6%	41	9%	372	86%
Director of Project Management Office (PMO)	1	4%	3	12%	23	88%
Portfolio Manager	4	16%	2	8%	20	80%
Program Manager	11	15%	10	14%	52	73%
Project Manager III	3	3%	8	8%	94	91%
Project Manager II	4	5%	6	8%	68	87%
Project Manager I	2	3%	7	10%	62	87%
Project Management Specialist	1	3%	3	8%	32	89%
Project Management Consultant	--	*	2	9%	21	91%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	41%	290	67%	186	43%
Director of Project Management Office (PMO)	17	65%	24	92%	12	46%
Portfolio Manager	14	56%	20	80%	10	40%
Program Manager	33	46%	53	75%	34	48%
Project Manager III	48	46%	70	67%	47	45%
Project Manager II	23	29%	53	68%	26	33%
Project Manager I	23	32%	40	56%	27	38%
Project Management Specialist	12	33%	18	50%	19	53%
Project Management Consultant	9	39%	12	52%	11	48%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	415	17.1	392	21.3
Director of Project Management Office (PMO)	24	17.9	23	22.3
Portfolio Manager	20	18.2	23	20.3
Program Manager	67	17.1	68	21.9
Project Manager III	101	17.3	96	20.8
Project Manager II	76	16.4	72	20.6
Project Manager I	69	17.3	60	21.5
Project Management Specialist	36	17.0	32	22.4
Project Management Consultant	22	16.5	18	21.5

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	50	12%	189	44%	28	6%
Director of Project Management Office (PMO)	4	15%	10	38%	4	15%
Portfolio Manager	4	17%	12	52%	1	4%
Program Manager	9	13%	35	50%	4	6%
Project Manager III	15	14%	47	45%	5	5%
Project Manager II	7	9%	31	40%	5	6%
Project Manager I	5	7%	29	41%	6	9%
Project Management Specialist	3	8%	17	46%	2	5%
Project Management Consultant	3	13%	8	35%	1	4%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	430	40.5	433	47.8
Director of Project Management Office (PMO)	26	41.1	26	51.8
Portfolio Manager	24	40.2	24	53.8
Program Manager	69	40.6	70	49.0
Project Manager III	104	40.9	105	48.2
Project Manager II	77	39.8	78	46.0
Project Manager I	71	39.8	71	45.1
Project Management Specialist	37	41.5	37	46.0
Project Management Consultant	22	41.9	22	48.0

## Annualized Salary by Position Description - Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	1	3%	--	--	--	--
Portfolio Manager	4	11%	--	--	--	--
Program Manager	7	19%	--	--	--	--
Project Manager III	13	35%	152,500	204,400	267,450	225,531
Project Manager II	3	8%	--	--	--	--
Project Manager I	4	11%	--	--	--	--
Project Management Specialist	3	8%	--	--	--	--
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)	25	6%	206,500	240,000	327,853	256,314
Portfolio Manager	21	5%	153,000	195,000	276,000	218,896
Program Manager	64	16%	133,250	180,000	226,000	191,427
Project Manager III	92	23%	120,000	170,858	214,375	175,353
Project Manager II	76	19%	109,000	141,250	183,450	152,658
Project Manager I	70	17%	75,300	101,400	131,250	116,253
Project Management Specialist	34	8%	87,340	128,500	205,500	156,560
Project Management Consultant	21	5%	81,994	120,000	147,000	123,098

# Mexico

## Total Compensation (in Mexican Pesos)

COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	680	510,347	705,000	977,500	791,563
Total Compensation	680	579,100	775,000	1,120,080	905,979

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

PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	17	3%	Decrease	6	1%
Remained the same	160	24%	Remain the same	98	14%
Increased less than 1%	8	1%	Increase less than 1%	11	2%
Increased 1% to 2.9%	76	11%	Increase 1% to 2.9%	70	10%
Increased 3% to 3.9%	73	11%	Increase 3% to 3.9%	78	11%
Increased 4% to 4.9%	83	12%	Increase 4% to 4.9%	88	13%
Increased 5% to 6.9%	77	11%	Increase 5% to 6.9%	89	13%
Increased 7% to 9.9%	47	7%	Increase 7% to 9.9%	53	8%
Increased 10% to 14.9%	55	8%	Increase 10% to 14.9%	80	12%
Increased 15% to 19.9%	22	3%	Increase 15% to 19.9%	39	6%
Increased 20% to 24.9%	15	2%	Increase 20% to 24.9%	32	5%
Increased 25% to 29.9%	16	2%	Increase 25% to 29.9%	6	1%
Increased 30% or greater	31	5%	Increase 30% or greater	30	4%

## Annualized Salary by Position Description

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	83	12%	660,000	960,000	1,347,000	1,046,823
Portfolio Manager	60	9%	605,661	955,000	1,423,390	1,045,579
Program Manager	127	19%	600,000	840,000	1,150,000	908,859
Project Manager III	162	24%	519,000	710,400	871,380	743,362
Project Manager II	102	15%	500,000	600,000	800,000	666,667
Project Manager I	84	12%	400,000	512,000	698,961	551,468
Project Management Specialist	22	3%	320,700	508,194	681,750	505,957
Project Management Consultant	40	6%	402,085	652,500	899,000	683,437

## Annualized Salary by Years of Work Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	3	*	--	--	--	--
3 < 5 years	10	1%	240,000	406,100	535,000	398,804
5 < 10 years	80	12%	406,758	502,000	600,000	550,735
10 < 15 years	154	23%	454,500	649,000	787,880	672,040
15 < 20 years	155	23%	550,000	750,000	1,000,000	825,388
20 years or more	278	41%	600,000	840,000	1,150,500	922,920

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	161	24%	515,000	700,000	928,000	784,068
1 to 5 years	397	60%	490,260	700,000	960,660	782,463
6 years or more	105	16%	540,000	735,000	1,000,000	831,729
<b>EXTREME PROJECT MANAGEMENT</b>						
None	385	59%	493,648	700,000	959,000	773,755
1 to 5 years	171	26%	513,600	708,000	936,933	764,799
6 years or more	99	15%	600,000	800,000	1,123,000	891,525
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	124	19%	501,000	686,000	894,000	758,761
1 to 5 years	231	35%	456,000	600,000	840,000	685,894
6 years or more	307	46%	600,000	800,000	1,100,000	880,129
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	360	55%	500,000	700,000	900,000	760,555
1 to 5 years	179	27%	516,000	700,000	950,000	773,729
6 years or more	117	18%	600,000	840,000	1,100,000	898,899
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	195	29%	452,400	615,000	780,000	671,164
1 to 5 years	297	45%	507,694	700,000	959,000	764,066
6 years or more	173	26%	600,000	900,000	1,200,000	977,467
<b>PROGRAM MANAGEMENT</b>						
None	137	20%	417,517	558,800	757,500	636,203
1 to 5 years	301	45%	504,000	700,000	889,124	742,814
6 years or more	231	35%	600,000	900,000	1,200,000	954,133
<b>EARNED VALUE MANAGEMENT</b>						
None	153	23%	457,200	600,000	845,000	706,423
1 to 5 years	313	47%	500,000	680,000	900,000	743,017
6 years or more	196	30%	600,000	840,000	1,160,000	936,267
<b>LEAN PROJECT MANAGEMENT</b>						
None	266	40%	504,000	700,000	983,047	783,727
1 to 5 years	284	43%	480,000	690,000	924,750	757,916
6 years or more	110	17%	600,000	796,000	1,032,591	882,307
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	225	34%	480,000	660,000	900,000	722,422
1 to 5 years	232	35%	490,472	676,750	900,000	749,140
6 years or more	205	31%	600,000	800,000	1,100,000	908,891
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	134	20%	480,000	688,000	900,000	741,189
1 to 5 years	178	27%	446,032	600,000	822,000	680,938
6 years or more	355	53%	593,000	760,000	1,020,000	861,558
<b>RISK MANAGEMENT</b>						
None	71	11%	416,000	580,000	770,000	676,225
1 to 5 years	310	46%	480,000	624,000	832,650	697,169
6 years or more	286	43%	617,263	845,000	1,154,000	925,864
<b>CHANGE MANAGEMENT</b>						
None	83	13%	420,000	596,000	750,000	662,232
1 to 5 years	292	44%	480,000	660,000	877,686	717,119
6 years or more	289	44%	600,000	800,000	1,123,917	909,909
<b>RESOURCE MANAGEMENT</b>						
None	68	10%	400,000	527,500	800,000	649,961
1 to 5 years	268	40%	480,000	660,000	840,000	700,051
6 years or more	332	50%	600,000	800,000	1,100,000	889,531



### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	36	5%	363,000	492,000	786,000	557,006
3 < 5 years	61	9%	397,000	520,000	720,000	560,373
5 < 10 years	241	35%	480,000	618,000	808,754	690,899
10 < 15 years	187	28%	600,000	750,000	1,000,000	835,183
15 < 20 years	93	14%	612,000	900,000	1,225,000	972,596
20 years or more	62	9%	751,500	1,026,000	1,494,790	1,143,393

### 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	12	2%	409,758	720,000	852,500	705,813
4-year college degree	281	41%	480,000	600,000	840,000	707,728
Master's degree	362	53%	560,048	780,000	1,076,283	858,023
Doctoral degree	16	2%	600,000	715,000	1,099,623	869,120

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	242	36%	504,000	708,000	983,577	793,615
No degree in PM	437	64%	514,800	700,000	968,000	789,491

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	534	79%	576,000	720,000	1,000,000	828,710
PMP for less than 1 year	5	1%	--	--	--	--
PMP for 1 < 5 years	235	45%	504,000	625,000	812,500	702,455
PMP for 5 < 10 years	179	34%	600,000	792,000	1,100,000	898,659
PMP for 10 < 20 years	103	20%	750,162	953,500	1,200,000	995,747
PMP for 20+ years	3	1%	--	--	--	--
Do not have a PMP certification	146	21%	407,269	544,000	808,000	655,697

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	217	32%	480,000	660,000	900,000	751,226
5 to 9 days	176	26%	550,000	710,789	1,072,500	837,413
10 days or more	283	42%	520,000	720,000	983,436	796,544

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	511	77%	540,000	720,000	1,008,000	824,458
Female	154	23%	480,000	600,000	842,500	690,237

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	106	16%	480,000	602,000	1,050,660	780,555
Consulting	51	8%	540,000	816,000	1,200,000	889,276
Customer Service/Public Relations	3	*	--	--	--	--
Engineering	37	5%	420,000	600,000	914,500	672,697
Finance	15	2%	400,000	555,600	1,000,000	768,877
Human Resources	3	*	--	--	--	--
Information Technology/Information Systems	143	21%	500,000	700,000	900,012	777,784
Operations/Manufacturing	28	4%	510,347	775,081	874,500	763,234
Project Management Department or PMO	218	32%	540,000	704,000	960,000	788,281
Quality Management	6	1%	--	--	--	--
Research and Development	15	2%	564,000	710,000	936,933	803,505
Sales/Marketing	18	3%	569,500	637,500	922,250	755,361
Supply Chain Management/Logistics	14	2%	565,630	787,208	1,040,000	839,100
Training/Education	3	*	--	--	--	--
Other	20	3%	705,000	860,000	1,123,761	968,119

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	3	*	--	--	--	--
Business services	4	1%	--	--	--	--
Construction	44	6%	486,000	630,000	1,074,000	772,281
Consulting	74	11%	518,400	710,000	1,112,500	865,101
Engineering	44	6%	501,000	700,000	995,859	784,580
Financial services	50	7%	535,000	710,000	906,750	731,173
Food and beverage	16	2%	493,750	715,000	1,155,000	851,836
Government	6	1%	--	--	--	--
Healthcare	12	2%	408,951	533,920	756,000	595,654
Information technology	222	33%	500,000	679,834	900,000	756,705
Insurance	12	2%	697,500	876,500	1,015,000	918,917
Legal	--	*	--	--	--	--
Manufacturing	50	7%	480,000	705,789	861,000	733,980
Pharmaceuticals	5	1%	--	--	--	--
Real estate	7	1%	--	--	--	--
Resources (Agriculture, Mining, etc.)	11	2%	600,000	1,000,000	1,206,736	981,907
Telecommunications	62	9%	561,000	765,000	1,011,000	815,029
Training/education	1	*	--	--	--	--
Utility	2	*	--	--	--	--
Other	55	8%	564,000	720,000	1,075,044	868,084

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	197	29%	595,000	750,162	1,100,000	857,817
Construction	105	15%	500,000	720,000	1,100,000	847,445
Engineering	134	20%	480,390	692,922	982,000	768,210
Information Technology	433	64%	518,000	712,000	972,000	789,270
Manufacturing	64	9%	480,000	672,000	845,500	719,082
Operations	146	22%	525,900	760,000	1,053,480	848,210
Quality Management	70	10%	467,700	710,000	1,000,000	787,492
Regulatory Compliance	65	10%	540,000	720,000	986,000	814,616
Research & Development	41	6%	490,000	684,000	888,467	717,866
Supply Chain Management/Logistics	65	10%	576,000	761,174	1,092,000	855,662
Other	52	8%	542,000	772,507	1,078,761	839,241

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	94	14%	420,000	600,000	1,003,125	786,931
100 to 299	78	11%	454,500	600,000	840,750	717,596
300 to 999	95	14%	500,000	660,000	900,000	744,618
1,000 to 2,499	77	11%	530,000	700,000	918,467	741,848
2,500 to 4,999	54	8%	581,849	760,000	951,750	774,200
5,000 to 9,999	50	7%	600,000	830,600	1,007,999	837,293
10,000 or more	232	34%	563,250	743,330	1,020,000	848,216

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	72	13%	480,000	692,834	900,000	759,570
5-9 people	195	34%	480,000	660,000	900,000	735,972
10-14 people	138	24%	590,018	806,250	1,077,772	861,756
15-19 people	50	9%	535,000	804,000	1,128,626	857,639
20 or more people	121	21%	600,000	780,000	1,160,500	911,352

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	95	15%	456,000	588,000	800,000	644,343
\$100,000 to \$499,999	193	31%	480,000	660,000	840,000	698,245
\$500,000 to \$999,999	105	17%	540,000	720,000	1,160,000	835,757
\$1 million to \$10 million	173	28%	600,000	800,000	1,140,000	890,979
More than \$10 million	63	10%	600,000	950,000	1,300,000	1,021,638

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	185	27%
Yes - Informal	273	40%
No	196	29%
Don't Know	25	4%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	138	30%
Yes - Informal	241	53%
No	52	11%
Don't Know	24	5%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	259	38%
Yes - Informal	246	36%
No	156	23%
Don't Know	14	2%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	52	8%	38	6%	585	87%
Director of Project Management Office (PMO)	7	9%	7	9%	70	86%
Portfolio Manager	6	10%	5	8%	49	83%
Program Manager	9	7%	11	9%	107	85%
Project Manager III	14	9%	6	4%	141	88%
Project Manager II	4	4%	4	4%	93	92%
Project Manager I	7	9%	1	1%	73	90%
Project Management Specialist	3	14%	2	9%	17	77%
Project Management Consultant	2	5%	2	5%	35	90%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	23%	366	54%	466	69%
Director of Project Management Office (PMO)	30	37%	48	59%	49	60%
Portfolio Manager	18	30%	37	62%	48	80%
Program Manager	35	28%	73	58%	89	71%
Project Manager III	30	19%	103	64%	120	74%
Project Manager II	18	18%	53	52%	68	67%
Project Manager I	17	20%	33	40%	60	72%
Project Management Specialist	4	18%	6	27%	13	59%
Project Management Consultant	6	15%	13	33%	19	48%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	660	10.5	611	17.8
Director of Project Management Office (PMO)	81	10.0	75	18.5
Portfolio Manager	58	11.1	51	19.5
Program Manager	125	11.0	114	18.6
Project Manager III	157	10.3	145	17.2
Project Manager II	100	11.2	94	17.9
Project Manager I	79	10.2	76	17.5
Project Management Specialist	21	8.4	20	16.8
Project Management Consultant	39	9.0	36	15.1

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	241	36%	192	28%	88	13%
Director of Project Management Office (PMO)	22	27%	25	30%	13	16%
Portfolio Manager	26	43%	18	30%	7	12%
Program Manager	54	43%	43	34%	17	13%
Project Manager III	57	35%	41	25%	22	14%
Project Manager II	32	31%	32	31%	12	12%
Project Manager I	35	42%	17	20%	10	12%
Project Management Specialist	4	18%	7	32%	3	14%
Project Management Consultant	11	28%	9	23%	4	10%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	676	41.9	673	47.6
Director of Project Management Office (PMO)	83	41.7	83	47.3
Portfolio Manager	60	41.9	58	49.2
Program Manager	127	41.4	125	47.5
Project Manager III	161	41.8	162	47.2
Project Manager II	101	42.3	102	47.6
Project Manager I	83	41.9	82	47.4
Project Management Specialist	22	43.4	22	48.4
Project Management Consultant	39	41.9	39	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)	16	15%	625,000	924,500	1,200,000	1,015,177
Portfolio Manager	8	8%	--	--	--	--
Program Manager	27	25%	540,000	900,000	1,150,000	939,788
Project Manager III	24	23%	462,000	735,000	1,137,500	764,449
Project Manager II	9	8%	--	--	--	--
Project Manager I	13	12%	362,000	456,000	535,000	462,041
Project Management Specialist	2	2%	--	--	--	--
Project Management Consultant	7	7%	--	--	--	--

## Annualized Salary by Position Description - Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	67	12%	660,000	999,999	1,350,000	1,054,380
Portfolio Manager	52	9%	605,661	918,000	1,252,473	973,201
Program Manager	100	17%	600,000	840,000	1,147,500	900,509
Project Manager III	138	24%	539,250	704,000	864,000	739,695
Project Manager II	93	16%	493,648	600,000	800,000	669,675
Project Manager I	71	12%	400,000	548,000	712,000	567,842
Project Management Specialist	20	3%	337,650	508,194	655,610	510,553
Project Management Consultant	33	6%	395,000	600,000	886,000	659,781

# Netherlands

Total Compensation (in European Union Euros)					
COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	347	67,000	82,000	99,856	84,486
Total Compensation	347	71,000	90,000	111,000	93,785

Reported/Expected Change in Total Compensation over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	10	3%	Decrease	3	1%
Remained the same	66	19%	Remain the same	58	17%
Increased less than 1%	12	3%	Increase less than 1%	22	6%
Increased 1% to 2.9%	122	35%	Increase 1% to 2.9%	120	35%
Increased 3% to 3.9%	42	12%	Increase 3% to 3.9%	53	15%
Increased 4% to 4.9%	17	5%	Increase 4% to 4.9%	30	9%
Increased 5% to 6.9%	25	7%	Increase 5% to 6.9%	27	8%
Increased 7% to 9.9%	18	5%	Increase 7% to 9.9%	11	3%
Increased 10% to 14.9%	18	5%	Increase 10% to 14.9%	12	3%
Increased 15% to 19.9%	3	1%	Increase 15% to 19.9%	4	1%
Increased 20% to 24.9%	3	1%	Increase 20% to 24.9%	2	1%
Increased 25% to 29.9%	3	1%	Increase 25% to 29.9%	--	*
Increased 30% or greater	8	2%	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)	19	5%	95,000	100,000	111,000	105,789
Portfolio Manager	30	9%	74,250	84,750	104,238	91,438
Program Manager	78	22%	76,638	90,000	103,500	93,638
Project Manager III	98	28%	69,125	80,560	95,000	83,141
Project Manager II	73	21%	58,659	75,000	87,000	74,935
Project Manager I	24	7%	51,880	60,000	87,467	66,916
Project Management Specialist	14	4%	49,500	77,100	130,000	87,800
Project Management Consultant	11	3%	60,000	78,300	81,000	73,298

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	3	1%	--	--	--	--
5 < 10 years	52	15%	51,615	60,000	76,500	63,750
10 < 15 years	57	16%	62,950	78,000	90,500	78,269
15 < 20 years	57	16%	73,000	85,000	95,000	87,321
20 years or more	176	51%	75,445	90,000	105,000	92,701

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	78	23%	64,405	77,248	99,786	82,762
1 to 5 years	181	54%	67,600	83,000	99,108	84,057
6 years or more	76	23%	68,500	85,000	100,000	88,118
<b>EXTREME PROJECT MANAGEMENT</b>						
None	213	66%	68,000	82,000	98,118	83,367
1 to 5 years	51	16%	64,000	80,000	98,000	80,712
6 years or more	57	18%	75,500	90,000	105,000	92,231
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	83	25%	67,000	80,000	100,000	83,102
1 to 5 years	109	33%	60,000	76,850	92,000	77,519
6 years or more	134	41%	76,000	88,200	100,989	91,832
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	227	70%	67,500	82,000	99,714	84,600
1 to 5 years	56	17%	66,732	82,500	100,000	83,904
6 years or more	42	13%	74,785	88,950	100,246	89,903
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	106	32%	57,239	75,000	88,967	75,634
1 to 5 years	130	40%	68,750	85,000	96,177	84,228
6 years or more	92	28%	76,000	93,000	108,000	95,723
<b>PROGRAM MANAGEMENT</b>						
None	78	23%	56,850	73,000	90,000	73,662
1 to 5 years	139	42%	65,000	80,000	93,404	82,837
6 years or more	117	35%	78,000	95,000	106,500	95,329
<b>EARNED VALUE MANAGEMENT</b>						
None	110	34%	61,888	80,000	100,000	82,562
1 to 5 years	122	37%	66,700	80,000	91,250	79,991
6 years or more	94	29%	75,000	87,700	102,750	93,837
<b>LEAN PROJECT MANAGEMENT</b>						
None	129	39%	61,225	77,000	90,000	77,721
1 to 5 years	129	39%	68,000	85,000	100,325	86,121
6 years or more	74	22%	73,106	87,962	102,275	94,012
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	142	44%	65,000	80,060	98,606	83,117
1 to 5 years	90	28%	63,750	79,000	90,250	80,197
6 years or more	92	28%	77,503	90,000	104,250	93,176
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	59	18%	64,541	77,495	93,312	79,659
1 to 5 years	78	23%	55,375	74,500	90,000	74,754
6 years or more	195	59%	75,000	87,000	100,650	90,522
<b>RISK MANAGEMENT</b>						
None	20	6%	52,000	68,000	88,500	71,500
1 to 5 years	116	35%	57,989	77,000	90,000	77,278
6 years or more	199	59%	75,000	87,300	101,000	90,484
<b>CHANGE MANAGEMENT</b>						
None	38	11%	58,875	82,000	96,250	78,643
1 to 5 years	115	34%	58,000	77,000	90,000	76,936
6 years or more	181	54%	75,000	87,500	103,000	91,151
<b>RESOURCE MANAGEMENT</b>						
None	29	9%	53,750	72,000	90,000	73,810
1 to 5 years	109	33%	56,200	77,000	90,000	74,855
6 years or more	193	58%	75,000	87,300	103,000	91,967

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	22	6%	48,500	55,250	73,425	64,623
3 < 5 years	26	7%	51,155	67,850	81,750	70,875
5 < 10 years	102	29%	60,594	75,500	90,000	75,529
10 < 15 years	87	25%	78,000	88,402	100,000	88,520
15 < 20 years	55	16%	78,000	95,000	114,000	100,541
20 years or more	55	16%	72,000	90,000	105,000	93,037

### Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	6	2%	--	--	--	--
Some college or Associate's degree	12	3%	76,700	88,000	116,000	99,143
4-year college degree	98	28%	65,000	80,500	98,000	82,021
Master's degree	194	56%	67,925	80,075	100,000	85,286
Doctoral degree	37	11%	65,000	88,000	99,108	83,467

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	50	14%	66,289	81,500	98,429	83,476
No degree in PM	296	86%	67,000	82,000	100,000	84,713

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	258	74%	69,875	84,147	100,000	85,677
PMP for less than 1 year	1	*	--	--	--	--
PMP for 1 < 5 years	125	50%	64,770	78,300	95,000	82,604
PMP for 5 < 10 years	90	36%	79,150	90,000	100,000	90,056
PMP for 10 < 20 years	34	14%	69,125	82,147	100,500	87,271
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP certification	89	26%	60,000	78,000	98,000	81,033

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	137	40%	67,600	80,000	100,000	85,599
5 to 9 days	114	33%	66,232	80,000	99,179	83,351
10 days or more	93	27%	65,000	85,000	95,000	82,115

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	269	82%	70,000	85,000	100,000	87,232
Female	60	18%	54,250	69,850	88,302	73,557



## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	21	6%	73,500	88,000	97,000	91,514
Consulting	20	6%	64,655	86,000	104,500	87,952
Customer Service/Public Relations	2	1%	--	--	--	--
Engineering	29	8%	62,896	87,000	100,500	85,968
Finance	3	1%	--	--	--	--
Human Resources	4	1%	--	--	--	--
Information Technology/Information Systems	68	20%	71,003	84,500	100,901	89,736
Operations/Manufacturing	20	6%	64,250	76,300	89,000	77,707
Project Management Department or PMO	118	34%	69,525	81,000	98,054	83,162
Quality Management	5	1%	--	--	--	--
Research and Development	31	9%	65,000	78,000	100,000	81,823
Sales/Marketing	5	1%	--	--	--	--
Supply Chain Management/Logistics	12	3%	57,000	67,360	75,000	67,113
Training/Education	2	1%	--	--	--	--
Other	7	2%	--	--	--	--

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	4	1%	--	--	--	--
Business services	4	1%	--	--	--	--
Construction	5	1%	--	--	--	--
Consulting	19	5%	60,000	90,000	106,000	88,901
Engineering	62	18%	63,975	79,500	91,250	77,722
Financial services	11	3%	52,000	80,000	85,000	70,332
Food and beverage	14	4%	58,000	82,500	102,000	84,485
Government	6	2%	--	--	--	--
Healthcare	37	11%	65,860	87,000	105,500	88,074
Information technology	77	22%	72,000	85,000	98,608	86,652
Insurance	--	*	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	26	7%	64,750	77,248	100,000	79,826
Pharmaceuticals	15	4%	56,400	90,000	100,000	84,047
Real estate	1	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	14	4%	80,250	91,702	104,750	104,408
Telecommunications	14	4%	75,010	83,647	99,786	86,324
Training/education	5	1%	--	--	--	--
Utility	1	*	--	--	--	--
Other	32	9%	62,163	77,425	95,000	80,300

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	101	29%	68,500	85,000	100,000	89,105
Construction	32	9%	66,405	80,000	101,025	85,876
Engineering	98	28%	64,405	77,748	95,000	80,376
Information Technology	151	44%	70,800	84,000	100,000	87,624
Manufacturing	45	13%	62,000	75,156	92,500	77,908
Operations	77	22%	66,681	80,000	100,000	84,845
Quality Management	44	13%	69,000	85,500	97,500	84,352
Regulatory Compliance	26	8%	71,975	84,500	91,392	86,329
Research & Development	81	23%	70,516	85,000	98,118	85,181
Supply Chain Management/ Logistics	36	10%	65,430	80,030	101,500	82,362
Other	21	6%	60,775	69,000	99,500	83,739

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	36	10%	54,750	77,425	100,000	84,160
100 to 299	21	6%	57,950	78,000	95,000	77,998
300 to 999	21	6%	54,750	75,000	91,500	73,569
1,000 to 2,499	25	7%	66,750	78,000	90,500	79,326
2,500 to 4,999	29	8%	60,396	77,526	92,500	77,670
5,000 to 9,999	18	5%	74,250	82,000	109,894	89,370
10,000 or more	197	57%	69,850	86,000	100,000	87,612

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	23	8%	52,000	62,000	80,000	66,885
5-9 people	95	32%	58,000	76,000	95,569	79,539
10-14 people	78	26%	70,774	82,500	93,734	84,399
15-19 people	29	10%	76,300	88,402	100,200	89,127
20 or more people	71	24%	80,000	91,000	105,000	96,794

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	23	7%	50,000	62,000	86,000	66,553
\$100,000 to \$499,999	60	19%	53,250	74,571	86,000	73,000
\$500,000 to \$999,999	60	19%	66,876	80,000	90,000	80,809
\$1 million to \$10 million	143	44%	72,000	85,000	100,000	87,274
More than \$10 million	36	11%	90,500	106,000	129,250	111,214

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	98	28%
Yes - Informal	155	45%
No	77	22%
Don't Know	16	5%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	69	27%
Yes - Informal	106	42%
No	51	20%
Don't Know	27	11%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	173	51%
Yes - Informal	103	30%
No	50	15%
Don't Know	16	5%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	23	7%	28	8%	295	87%
Director of Project Management Office (PMO)	3	16%	3	16%	15	79%
Portfolio Manager	3	10%	4	13%	23	77%
Program Manager	8	11%	9	12%	60	80%
Project Manager III	5	5%	8	8%	87	89%
Project Manager II	3	4%	3	4%	64	91%
Project Manager I	--	*	1	4%	22	96%
Project Management Specialist	1	7%	--	*	13	93%
Project Management Consultant	--	*	--	*	11	100%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	55%	247	72%	37	11%
Director of Project Management Office (PMO)	13	68%	15	79%	2	11%
Portfolio Manager	17	57%	23	77%	5	17%
Program Manager	42	56%	58	77%	11	15%
Project Manager III	52	53%	75	77%	10	10%
Project Manager II	43	60%	48	67%	4	6%
Project Manager I	11	48%	14	61%	3	13%
Project Management Specialist	7	50%	8	57%	2	14%
Project Management Consultant	3	27%	6	55%	--	*

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	335	26.8	302	27.9
Director of Project Management Office (PMO)	19	26.4	16	27.4
Portfolio Manager	30	27.7	26	29.5
Program Manager	73	25.3	71	26.8
Project Manager III	96	28.8	89	30.1
Project Manager II	70	27.5	58	27.9
Project Manager I	23	25.2	19	24.7
Project Management Specialist	14	26.9	13	27.2
Project Management Consultant	10	16.4	10	17.9

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	127	37%	155	45%	59	17%
Director of Project Management Office (PMO)	7	37%	9	47%	2	11%
Portfolio Manager	9	30%	15	50%	6	20%
Program Manager	34	45%	26	35%	12	16%
Project Manager III	41	42%	45	46%	14	14%
Project Manager II	22	31%	36	50%	14	19%
Project Manager I	7	30%	11	48%	6	26%
Project Management Specialist	5	36%	8	57%	2	14%
Project Management Consultant	2	18%	5	45%	3	27%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	342	39.5	343	45.0
Director of Project Management Office (PMO)	19	39.8	19	48.4
Portfolio Manager	30	39.8	30	47.1
Program Manager	76	39.5	77	45.7
Project Manager III	98	39.4	98	44.9
Project Manager II	72	39.5	72	43.8
Project Manager I	22	39.5	23	42.5
Project Management Specialist	14	40.0	13	44.0
Project Management Consultant	11	39.1	11	43.3

## 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	5	12%	--	--	--	--
Program Manager	12	29%	80,500	100,000	154,250	119,062
Project Manager III	8	20%	--	--	--	--
Project Manager II	9	22%	--	--	--	--
Project Manager I	1	2%	--	--	--	--
Project Management Specialist	1	2%	--	--	--	--
Project Management Consultant	4	10%	--	--	--	--

## Annualized Salary by Position Description - Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	18	6%	94,000	100,000	108,750	104,167
Portfolio Manager	25	8%	73,500	85,000	100,325	90,245
Program Manager	66	22%	75,750	90,000	101,775	89,016
Project Manager III	90	29%	68,000	80,000	95,000	81,532
Project Manager II	64	21%	57,989	72,000	87,000	74,214
Project Manager I	23	8%	51,840	60,000	84,000	65,912
Project Management Specialist	13	4%	45,000	75,000	127,500	82,246
Project Management Consultant	7	2%	--	--	--	--

# New Zealand

Total Compensation (in New Zealand Dollars)					
COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	461	100,657	121,000	150,000	131,186
Total Compensation	461	102,222	129,000	160,000	137,949

Reported/Expected Change in Total Compensation over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	13	3%	Decrease	15	3%
Remained the same	136	30%	Remain the same	113	25%
Increased less than 1%	21	5%	Increase less than 1%	21	5%
Increased 1% to 2.9%	138	30%	Increase 1% to 2.9%	150	33%
Increased 3% to 3.9%	42	9%	Increase 3% to 3.9%	50	11%
Increased 4% to 4.9%	21	5%	Increase 4% to 4.9%	27	6%
Increased 5% to 6.9%	19	4%	Increase 5% to 6.9%	32	7%
Increased 7% to 9.9%	19	4%	Increase 7% to 9.9%	13	3%
Increased 10% to 14.9%	21	5%	Increase 10% to 14.9%	16	3%
Increased 15% to 19.9%	9	2%	Increase 15% to 19.9%	8	2%
Increased 20% to 24.9%	5	1%	Increase 20% to 24.9%	9	2%
Increased 25% to 29.9%	2	*	Increase 25% to 29.9%	4	1%
Increased 30% or greater	15	3%	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)	26	6%	131,625	147,500	185,000	161,310
Portfolio Manager	33	7%	130,000	150,000	166,500	150,777
Program Manager	70	15%	120,000	147,033	175,000	148,835
Project Manager III	142	31%	110,968	125,000	150,000	135,581
Project Manager II	88	19%	90,000	106,500	126,875	110,149
Project Manager I	44	10%	71,000	89,700	107,250	92,117
Project Management Specialist	26	6%	72,000	105,000	130,500	109,294
Project Management Consultant	32	7%	112,500	136,500	183,750	157,753

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%	67,250	74,500	85,450	78,480
5 < 10 years	33	7%	80,500	92,000	106,500	95,848
10 < 15 years	53	11%	87,500	111,290	126,500	108,602
15 < 20 years	64	14%	100,500	116,500	133,750	119,109
20 years or more	298	65%	111,692	135,000	168,000	144,033

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	158	37%	95,000	120,000	145,750	124,464
1 to 5 years	197	47%	100,000	120,000	145,533	126,621
6 years or more	68	16%	119,250	142,500	182,250	157,416
<b>EXTREME PROJECT MANAGEMENT</b>						
None	318	78%	100,000	120,500	154,000	130,540
1 to 5 years	60	15%	101,250	120,000	150,000	129,348
6 years or more	28	7%	110,000	122,500	149,750	138,164
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	120	29%	103,000	125,000	160,000	134,811
1 to 5 years	140	34%	85,000	113,500	135,750	116,648
6 years or more	154	37%	106,850	127,250	155,000	138,232
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	298	75%	103,000	124,000	155,000	132,760
1 to 5 years	66	17%	93,901	120,000	137,000	121,710
6 years or more	36	9%	103,333	126,500	172,250	142,696
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	168	40%	89,609	116,500	140,000	121,162
1 to 5 years	148	35%	103,500	120,000	144,250	125,652
6 years or more	103	25%	117,000	150,000	180,000	157,722
<b>PROGRAM MANAGEMENT</b>						
None	104	24%	80,250	105,500	127,250	109,265
1 to 5 years	173	40%	102,000	120,000	141,200	124,045
6 years or more	152	35%	120,000	149,500	180,000	156,619
<b>EARNED VALUE MANAGEMENT</b>						
None	143	34%	85,000	120,000	142,000	123,259
1 to 5 years	155	37%	100,000	117,000	140,000	122,610
6 years or more	119	29%	111,290	140,000	180,000	151,043
<b>LEAN PROJECT MANAGEMENT</b>						
None	219	53%	95,000	121,800	154,000	128,266
1 to 5 years	139	34%	105,000	120,000	145,000	127,334
6 years or more	53	13%	114,000	130,000	169,500	153,126
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	230	56%	100,000	125,500	155,000	132,449
1 to 5 years	92	22%	95,000	115,000	140,000	121,148
6 years or more	89	22%	105,500	127,000	150,500	137,953
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	116	27%	89,850	115,000	134,500	118,952
1 to 5 years	102	24%	87,250	106,500	125,000	109,512
6 years or more	211	49%	119,000	141,000	170,000	149,610
<b>RISK MANAGEMENT</b>						
None	32	7%	77,250	109,500	132,000	112,238
1 to 5 years	140	32%	82,125	105,000	127,875	111,250
6 years or more	262	60%	111,765	136,000	164,000	143,715
<b>CHANGE MANAGEMENT</b>						
None	73	17%	85,000	117,000	140,000	117,398
1 to 5 years	167	40%	91,000	115,000	141,400	121,470
6 years or more	182	43%	111,500	135,500	175,000	146,455
<b>RESOURCE MANAGEMENT</b>						
None	45	11%	83,771	114,000	139,000	120,177
1 to 5 years	152	36%	85,000	106,500	130,000	109,906
6 years or more	221	53%	115,500	140,000	170,000	148,282

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	35	8%	73,843	81,000	120,000	92,113
3 < 5 years	44	10%	75,250	95,000	115,975	99,528
5 < 10 years	99	21%	100,000	112,000	130,000	118,030
10 < 15 years	102	22%	108,500	130,000	158,000	137,337
15 < 20 years	72	16%	111,125	130,000	154,000	134,576
20 years or more	109	24%	120,500	149,000	180,000	160,465

### Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	30	7%	93,750	120,000	140,250	126,152
Some college or Associate's degree	65	14%	107,500	120,000	158,500	134,412
4-year college degree	207	45%	100,000	122,100	150,000	130,269
Master's degree	144	31%	100,000	120,000	153,250	131,967
Doctoral degree	15	3%	116,000	125,000	160,000	132,427

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	76	17%	100,000	120,000	141,500	121,299
No degree in PM	382	83%	100,657	123,500	155,000	133,170

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	297	64%	110,000	128,000	159,000	137,637
PMP for less than 1 year	1	*	--	--	--	--
PMP for 1 < 5 years	108	37%	100,000	115,500	136,000	120,810
PMP for 5 < 10 years	101	34%	114,000	135,000	162,500	139,050
PMP for 10 < 20 years	78	27%	120,000	140,000	180,000	155,816
PMP for 20+ years	5	2%	--	--	--	--
Do not have a PMP certification	164	36%	85,000	110,000	141,500	119,503

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	265	58%	104,000	122,000	150,000	133,538
5 to 9 days	129	28%	98,750	120,000	150,000	123,622
10 days or more	64	14%	91,463	125,500	166,500	135,106

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	327	74%	105,000	125,000	159,000	136,326
Female	116	26%	81,000	117,000	139,544	116,837

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	43	9%	100,000	125,000	160,000	133,087
Consulting	39	8%	100,000	140,000	180,000	148,412
Customer Service/Public Relations	2	*	--	--	--	--
Engineering	61	13%	95,000	117,000	143,500	124,842
Finance	3	1%	--	--	--	--
Human Resources	--	*	--	--	--	--
Information Technology/Information Systems	75	16%	110,000	132,000	170,000	143,741
Operations/Manufacturing	15	3%	105,000	119,950	150,000	124,368
Project Management Department or PMO	180	39%	100,000	120,000	140,000	125,010
Quality Management	2	*	--	--	--	--
Research and Development	8	2%	--	--	--	--
Sales/Marketing	4	1%	--	--	--	--
Supply Chain Management/Logistics	4	1%	--	--	--	--
Training/Education	3	1%	--	--	--	--
Other	22	5%	84,250	129,500	144,500	124,991

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	4	1%	--	--	--	--
Business services	1	*	--	--	--	--
Construction	61	13%	99,820	120,000	149,500	127,536
Consulting	42	9%	99,993	133,000	180,000	143,749
Engineering	58	13%	90,938	110,000	136,125	116,297
Financial services	14	3%	122,075	129,500	159,250	145,880
Food and beverage	10	2%	89,208	131,250	176,000	140,517
Government	66	14%	85,300	122,000	158,500	133,728
Healthcare	16	3%	66,750	129,000	165,000	128,101
Information technology	77	17%	108,000	126,000	150,000	136,325
Insurance	3	1%	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	19	4%	100,000	116,000	140,000	119,737
Pharmaceuticals	2	*	--	--	--	--
Real estate	4	1%	--	--	--	--
Resources (Agriculture, Mining, etc.)	10	2%	103,750	121,500	131,250	118,700
Telecommunications	13	3%	115,962	130,000	157,500	137,956
Training/education	8	2%	--	--	--	--
Utility	35	8%	112,000	122,000	145,000	128,925
Other	18	4%	112,750	125,000	175,250	152,019



### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	114	25%	110,000	140,500	177,750	151,768
Construction	171	37%	100,000	118,000	145,000	124,464
Engineering	140	30%	100,000	120,000	145,000	123,222
Information Technology	179	39%	110,000	130,000	170,000	143,832
Manufacturing	30	7%	102,750	119,975	148,500	129,511
Operations	69	15%	105,000	125,000	152,500	133,605
Quality Management	26	6%	95,750	120,000	149,250	126,254
Regulatory Compliance	49	11%	104,000	129,000	171,500	154,965
Research & Development	25	5%	104,000	120,000	140,700	123,482
Supply Chain Management/Logistics	18	4%	98,250	149,000	211,000	161,068
Other	27	6%	85,400	120,000	150,000	132,819

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	106	23%	95,000	120,000	150,000	133,186
100 to 299	50	11%	89,226	110,500	128,250	111,736
300 to 999	115	25%	103,438	120,000	150,000	128,427
1,000 to 2,499	49	11%	92,915	127,500	167,500	137,258
2,500 to 4,999	38	8%	103,000	139,863	168,500	141,724
5,000 to 9,999	27	6%	108,000	125,000	170,000	141,843
10,000 or more	76	16%	103,650	126,750	153,000	132,396

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	59	17%	100,000	120,000	140,000	123,165
5-9 people	151	44%	106,000	122,000	150,000	129,676
10-14 people	71	21%	105,000	136,000	170,000	144,270
15-19 people	14	4%	125,323	137,000	177,500	147,096
20 or more people	49	14%	115,500	141,400	185,000	149,552

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	42	10%	79,500	98,500	120,000	103,920
\$100,000 to \$499,999	100	23%	89,150	111,000	130,000	115,121
\$500,000 to \$999,999	75	17%	105,000	120,000	140,000	125,256
\$1 million to \$10 million	159	36%	115,000	136,500	175,000	147,269
More than \$10 million	60	14%	111,942	141,000	165,000	146,126

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	53	12%
Yes - Informal	234	51%
No	151	33%
Don't Know	22	5%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	36	13%
Yes - Informal	158	55%
No	65	23%
Don't Know	26	9%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	155	34%
Yes - Informal	164	36%
No	111	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	4	1%	10	2%	442	97%
Director of Project Management Office (PMO)	--	*	--	*	26	100%
Portfolio Manager	--	*	3	9%	29	91%
Program Manager	3	4%	1	1%	65	94%
Project Manager III	--	*	3	2%	138	98%
Project Manager II	--	*	1	1%	87	99%
Project Manager I	--	*	1	2%	43	98%
Project Management Specialist	--	*	1	4%	23	96%
Project Management Consultant	1	3%	--	*	31	97%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	18%	307	67%	110	24%
Director of Project Management Office (PMO)	4	15%	21	81%	3	12%
Portfolio Manager	3	9%	23	70%	12	36%
Program Manager	15	21%	45	64%	17	24%
Project Manager III	25	18%	95	67%	36	26%
Project Manager II	15	17%	58	66%	24	27%
Project Manager I	8	18%	28	64%	8	18%
Project Management Specialist	8	31%	16	62%	6	23%
Project Management Consultant	5	16%	21	66%	4	13%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	452	18.4	386	19.8
Director of Project Management Office (PMO)	26	22.2	24	24.6
Portfolio Manager	31	20.0	30	22.3
Program Manager	69	18.2	61	18.8
Project Manager III	140	17.8	121	18.3
Project Manager II	84	18.4	74	20.0
Project Manager I	44	19.9	32	23.8
Project Management Specialist	26	18.1	18	20.3
Project Management Consultant	32	15.2	26	15.5

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	26	6%	219	48%	39	9%
Director of Project Management Office (PMO)	3	12%	18	72%	3	12%
Portfolio Manager	2	6%	21	64%	5	15%
Program Manager	1	1%	26	38%	6	9%
Project Manager III	6	4%	64	45%	13	9%
Project Manager II	3	3%	43	49%	3	3%
Project Manager I	5	12%	20	47%	3	7%
Project Management Specialist	3	12%	12	46%	2	8%
Project Management Consultant	3	9%	15	47%	4	13%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	457	39.8	458	44.9
Director of Project Management Office (PMO)	26	39.8	25	48.7
Portfolio Manager	33	39.3	33	47.2
Program Manager	70	39.9	70	45.9
Project Manager III	142	39.8	142	44.8
Project Manager II	86	39.7	88	43.2
Project Manager I	44	39.8	43	44.1
Project Management Specialist	25	40.2	26	43.3
Project Management Consultant	31	39.7	31	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)	3	3%	--	--	--	--
Portfolio Manager	5	6%	--	--	--	--
Program Manager	12	14%	120,000	182,500	216,500	168,967
Project Manager III	34	40%	129,000	180,000	220,000	176,409
Project Manager II	11	13%	103,200	130,000	180,000	139,927
Project Manager I	4	5%	--	--	--	--
Project Management Specialist	5	6%	--	--	--	--
Project Management Consultant	12	14%	136,000	186,000	259,210	218,107

## Annualized Salary by Position Description - Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	23	6%	117,000	145,000	180,000	156,393
Portfolio Manager	28	7%	130,000	154,000	164,750	149,071
Program Manager	58	15%	119,500	145,533	167,125	144,669
Project Manager III	108	29%	108,175	120,000	138,250	122,728
Project Manager II	77	21%	88,917	105,000	121,400	105,895
Project Manager I	40	11%	71,000	87,300	100,000	88,930
Project Management Specialist	21	6%	72,500	100,000	122,500	108,698
Project Management Consultant	20	5%	86,250	120,000	148,750	121,540

# Nigeria

Total Compensation (in Nigerian Naira)					
COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	297	5,000,000	7,400,000	12,000,000	9,586,046
Total Compensation	297	6,000,000	9,000,000	15,090,220	11,350,232

Reported/Expected Change in Total Compensation over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	5	2%	Decrease	2	1%
Remained the same	119	40%	Remain the same	40	13%
Increased less than 1%	3	1%	Increase less than 1%	2	1%
Increased 1% to 2.9%	19	6%	Increase 1% to 2.9%	16	5%
Increased 3% to 3.9%	16	5%	Increase 3% to 3.9%	18	6%
Increased 4% to 4.9%	13	4%	Increase 4% to 4.9%	13	4%
Increased 5% to 6.9%	19	6%	Increase 5% to 6.9%	31	10%
Increased 7% to 9.9%	21	7%	Increase 7% to 9.9%	24	8%
Increased 10% to 14.9%	35	12%	Increase 10% to 14.9%	36	12%
Increased 15% to 19.9%	15	5%	Increase 15% to 19.9%	27	9%
Increased 20% to 24.9%	8	3%	Increase 20% to 24.9%	20	7%
Increased 25% to 29.9%	5	2%	Increase 25% to 29.9%	11	4%
Increased 30% or greater	19	6%	Increase 30% or greater	57	19%

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	12	4%	3,738,000	6,570,000	11,250,000	7,739,014
Portfolio Manager	19	6%	9,200,000	12,000,000	19,000,000	15,057,216
Program Manager	54	18%	7,950,000	13,303,977	18,098,336	14,580,128
Project Manager III	62	21%	5,700,000	8,620,114	14,492,123	9,897,292
Project Manager II	39	13%	4,896,320	7,200,000	9,000,000	8,243,730
Project Manager I	53	18%	4,100,000	6,000,000	8,750,000	6,847,134
Project Management Specialist	44	15%	3,948,687	5,600,000	7,998,642	6,481,359
Project Management Consultant	14	5%	4,600,000	5,500,000	9,050,000	6,968,421

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	81	27%	3,900,000	5,400,000	7,100,000	5,807,044
10 < 15 years	104	35%	5,575,000	8,519,045	12,000,000	9,444,706
15 < 20 years	69	23%	6,000,000	10,200,000	15,067,500	12,043,557
20 years or more	37	12%	8,120,114	14,087,719	18,210,526	14,569,656

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	84	33%	4,800,000	7,150,000	12,000,000	9,422,420
1 to 5 years	132	51%	5,225,000	7,325,000	12,900,000	9,760,890
6 years or more	41	16%	6,000,000	10,000,000	13,500,000	10,389,787
<b>EXTREME PROJECT MANAGEMENT</b>						
None	108	44%	4,320,879	6,550,000	10,558,725	8,399,919
1 to 5 years	88	36%	6,000,000	9,000,000	14,355,263	10,862,293
6 years or more	47	19%	6,000,000	10,000,000	14,500,000	10,841,115
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	37	14%	4,800,000	7,500,000	11,127,898	9,540,501
1 to 5 years	132	49%	4,800,000	6,550,000	9,956,936	8,337,290
6 years or more	98	37%	6,512,500	10,960,000	14,625,000	11,549,961
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	114	46%	4,393,719	6,600,000	10,519,575	8,312,917
1 to 5 years	95	38%	5,400,000	9,000,000	14,000,000	10,476,149
6 years or more	41	16%	6,300,000	10,000,000	14,750,000	11,543,910
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	89	35%	4,368,560	6,500,000	11,470,000	8,597,842
1 to 5 years	113	44%	5,400,000	7,400,000	12,000,000	9,515,551
6 years or more	55	21%	6,600,000	10,500,000	15,000,000	12,056,543
<b>PROGRAM MANAGEMENT</b>						
None	59	22%	4,000,000	5,400,000	7,200,000	6,533,492
1 to 5 years	125	46%	6,000,000	8,000,000	13,000,131	10,158,257
6 years or more	85	32%	6,630,500	10,200,000	15,470,500	11,623,125
<b>EARNED VALUE MANAGEMENT</b>						
None	61	24%	4,561,757	7,200,000	10,100,000	8,476,169
1 to 5 years	130	51%	4,704,280	7,001,320	12,000,000	8,583,130
6 years or more	65	25%	7,000,000	11,940,000	17,871,368	13,224,094
<b>LEAN PROJECT MANAGEMENT</b>						
None	98	38%	4,417,500	6,600,000	11,411,847	8,410,694
1 to 5 years	114	44%	5,400,000	7,900,000	12,000,000	9,785,488
6 years or more	47	18%	6,000,000	10,578,300	15,500,000	12,126,712
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	81	32%	4,321,757	6,617,000	10,492,322	8,347,577
1 to 5 years	110	43%	5,000,000	7,170,000	12,700,000	9,314,885
6 years or more	64	25%	6,150,000	10,350,000	15,375,000	12,117,501
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	103	40%	5,000,000	7,002,639	12,000,000	9,108,715
1 to 5 years	78	30%	4,704,280	7,100,000	12,000,000	9,118,272
6 years or more	79	30%	5,500,000	9,200,000	14,500,000	11,005,001
<b>RISK MANAGEMENT</b>						
None	29	11%	4,260,000	7,100,000	10,530,000	8,353,667
1 to 5 years	134	49%	4,275,000	6,600,000	11,634,512	8,628,434
6 years or more	110	40%	6,437,500	10,200,000	14,532,000	11,323,249
<b>CHANGE MANAGEMENT</b>						
None	28	11%	4,200,000	6,600,000	9,400,000	7,035,951
1 to 5 years	132	50%	4,305,879	6,550,000	9,700,000	8,157,094
6 years or more	106	40%	6,512,500	10,960,000	15,625,000	11,863,222
<b>RESOURCE MANAGEMENT</b>						
None	16	6%	4,352,500	6,908,500	11,550,000	8,640,372
1 to 5 years	121	45%	4,800,000	6,500,000	9,700,000	8,265,054
6 years or more	129	48%	5,450,000	9,000,000	14,714,000	10,932,200

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	12	4%	3,050,000	6,005,767	6,500,000	6,488,461
3 < 5 years	38	13%	3,557,556	5,400,000	7,650,000	6,215,716
5 < 10 years	148	50%	4,839,000	7,000,000	11,000,000	8,648,381
10 < 15 years	68	23%	6,615,250	11,440,250	15,364,500	11,940,918
15 < 20 years	24	8%	8,250,000	12,128,029	17,904,500	13,418,920
20 years or more	7	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	1	*	--	--	--	--
4-year college degree	122	41%	4,315,000	6,600,000	10,838,482	8,795,111
Master's degree	167	56%	5,500,000	8,000,000	13,000,000	10,068,950
Doctoral degree	5	2%	--	--	--	--

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	45	15%	6,000,000	7,800,000	14,250,000	9,846,584
No degree in PM	249	85%	4,800,000	7,200,000	12,000,000	9,541,422

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	234	79%	5,075,000	7,840,150	13,000,065	9,969,294
PMP for less than 1 year	2	1%	--	--	--	--
PMP for 1 < 5 years	114	51%	4,545,830	6,406,500	11,634,512	8,577,937
PMP for 5 < 10 years	88	39%	6,000,000	9,100,000	13,420,439	10,781,789
PMP for 10 < 20 years	21	9%	7,500,000	15,000,000	18,327,346	14,563,687
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP certification	63	21%	4,000,000	7,100,000	10,000,000	8,162,551

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	95	33%	4,320,000	6,000,000	10,000,000	8,338,504
5 to 9 days	63	22%	4,561,106	7,600,000	12,000,000	9,651,168
10 days or more	132	46%	6,000,000	9,000,000	14,432,510	10,523,082

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	209	77%	5,000,000	7,250,000	12,246,000	9,784,135
Female	63	23%	5,300,000	7,200,000	13,000,000	9,489,546

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	23	8%	4,100,000	6,000,000	12,000,000	8,931,304
Consulting	16	5%	6,011,557	8,000,000	13,050,000	9,677,889
Customer Service/Public Relations	3	1%	--	--	--	--
Engineering	36	12%	4,477,777	7,840,150	12,858,974	9,408,403
Finance	4	1%	--	--	--	--
Human Resources	--	*	--	--	--	--
Information Technology/Information Systems	40	13%	4,825,000	7,225,000	13,775,000	9,440,972
Operations/Manufacturing	12	4%	7,025,000	10,350,000	16,925,473	13,276,000
Project Management Department or PMO	122	41%	4,989,000	7,800,000	12,123,000	9,516,216
Quality Management	3	1%	--	--	--	--
Research and Development	6	2%	--	--	--	--
Sales/Marketing	13	4%	5,500,000	7,600,000	10,413,871	7,872,359
Supply Chain Management/Logistics	4	1%	--	--	--	--
Training/Education	--	*	--	--	--	--
Other	15	5%	4,896,320	7,600,000	19,000,000	12,037,805

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	1	*	--	--	--	--
Business services	5	2%	--	--	--	--
Construction	31	10%	4,000,000	6,000,000	11,000,000	8,740,368
Consulting	21	7%	4,550,000	8,000,000	10,000,000	8,653,306
Engineering	28	9%	4,200,000	6,000,000	10,770,000	7,788,837
Financial services	39	13%	5,500,000	7,000,000	11,000,000	8,517,481
Food and beverage	8	3%	--	--	--	--
Government	17	6%	5,940,000	7,000,000	16,500,000	10,206,176
Healthcare	7	2%	--	--	--	--
Information technology	24	8%	4,365,000	6,000,000	7,812,500	7,434,005
Insurance	2	1%	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	5	2%	--	--	--	--
Pharmaceuticals	--	*	--	--	--	--
Real estate	4	1%	--	--	--	--
Resources (Agriculture, Mining, etc.)	35	12%	5,400,000	10,500,000	13,145,299	10,843,014
Telecommunications	40	13%	6,300,000	10,960,000	16,159,224	11,460,755
Training/education	--	*	--	--	--	--
Utility	6	2%	--	--	--	--
Other	24	8%	6,150,000	9,115,000	13,726,989	9,671,920

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	75	25%	5,880,000	7,600,000	12,000,000	9,268,487
Construction	92	31%	4,477,777	7,050,000	12,600,000	9,629,971
Engineering	100	34%	4,620,830	7,940,150	13,133,974	9,700,277
Information Technology	102	34%	5,400,000	8,750,000	14,165,789	10,326,795
Manufacturing	15	5%	4,323,514	8,240,227	15,500,000	10,770,484
Operations	76	26%	5,000,000	8,125,000	15,408,750	11,201,167
Quality Management	35	12%	4,450,000	7,000,000	15,135,000	10,265,090
Regulatory Compliance	30	10%	6,126,000	12,000,000	16,747,885	12,551,651
Research & Development	18	6%	3,102,763	6,756,500	17,807,052	9,642,871
Supply Chain Management/Logistics	24	8%	6,154,250	10,525,000	17,090,802	12,331,436
Other	24	8%	6,625,000	8,462,500	11,750,000	9,694,581

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	60	20%	4,143,000	6,000,000	11,970,000	8,364,217
100 to 299	46	15%	4,857,277	8,000,000	12,000,000	9,901,476
300 to 999	47	16%	5,400,000	8,000,000	12,000,000	9,072,953
1,000 to 2,499	39	13%	4,896,320	7,800,000	14,000,000	9,685,155
2,500 to 4,999	34	11%	5,150,000	7,225,000	13,630,966	9,712,110
5,000 to 9,999	29	10%	5,640,000	7,000,000	14,814,000	9,922,773
10,000 or more	42	14%	6,247,250	10,100,000	13,386,860	11,133,635

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	30	12%	3,581,228	5,500,000	8,246,250	7,075,324
5-9 people	76	30%	5,500,000	7,200,000	12,000,000	8,750,231
10-14 people	54	21%	5,475,000	9,300,000	12,826,989	10,595,426
15-19 people	23	9%	5,000,000	9,000,000	14,473,684	11,350,429
20 or more people	72	28%	4,850,000	9,600,000	13,789,474	10,558,539

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	44	16%	3,582,243	5,100,000	7,575,000	6,334,634
\$100,000 to \$499,999	69	25%	4,900,000	7,100,000	12,000,000	9,247,539
\$500,000 to \$999,999	37	14%	5,250,000	8,030,000	10,892,322	9,039,638
\$1 million to \$10 million	75	28%	6,000,000	9,000,000	12,600,000	10,595,375
More than \$10 million	46	17%	6,450,000	12,000,000	18,000,000	13,146,659

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	63	21%
Yes - Informal	157	53%
No	61	21%
Don't Know	15	5%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	53	24%
Yes - Informal	121	55%
No	37	17%
Don't Know	8	4%



### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	117	40%
Yes - Informal	108	37%
No	57	20%
Don't Know	10	3%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	3	1%	18	6%	271	93%
Director of Project Management Office (PMO)	--	*	--	*	12	100%
Portfolio Manager	1	6%	1	6%	16	89%
Program Manager	2	4%	3	6%	49	91%
Project Manager III	--	*	3	5%	58	95%
Project Manager II	--	*	3	8%	34	92%
Project Manager I	--	*	4	8%	49	92%
Project Management Specialist	--	*	2	5%	41	95%
Project Management Consultant	--	*	2	14%	12	86%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	55%	189	64%	86	29%
Director of Project Management Office (PMO)	8	67%	10	83%	2	17%
Portfolio Manager	14	74%	15	79%	8	42%
Program Manager	36	67%	41	76%	25	46%
Project Manager III	38	61%	45	73%	22	35%
Project Manager II	21	54%	25	64%	10	26%
Project Manager I	25	49%	24	47%	10	20%
Project Management Specialist	14	32%	20	45%	7	16%
Project Management Consultant	6	43%	9	64%	2	14%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	272	21.1	182	24.4
Director of Project Management Office (PMO)	12	19.5	9	28.9
Portfolio Manager	17	26.3	14	30.0
Program Manager	48	23.1	34	22.2
Project Manager III	59	21.5	39	22.9
Project Manager II	37	20.3	26	25.2
Project Manager I	49	20.4	26	22.1
Project Management Specialist	36	19.5	25	25.0
Project Management Consultant	14	16.8	9	28.1

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	46	16%	229	79%	7	2%
Director of Project Management Office (PMO)	3	25%	7	58%	--	*
Portfolio Manager	2	11%	16	84%	--	*
Program Manager	8	15%	44	83%	1	2%
Project Manager III	7	11%	51	82%	4	6%
Project Manager II	5	14%	31	84%	1	3%
Project Manager I	10	20%	41	80%	--	*
Project Management Specialist	5	12%	32	74%	1	2%
Project Management Consultant	6	43%	7	50%	--	*

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	293	40.2	286	46.8
Director of Project Management Office (PMO)	12	39.8	11	48.4
Portfolio Manager	19	41.3	18	49.3
Program Manager	54	40.1	54	48.7
Project Manager III	61	39.7	58	46.1
Project Manager II	38	40.9	38	48.6
Project Manager I	51	39.0	51	42.2
Project Management Specialist	44	41.3	42	46.9
Project Management Consultant	14	40.4	14	48.9

## 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	2	5%	--	--	--	--
Program Manager	7	16%	--	--	--	--
Project Manager III	7	16%	--	--	--	--
Project Manager II	4	9%	--	--	--	--
Project Manager I	9	20%	--	--	--	--
Project Management Specialist	3	7%	--	--	--	--
Project Management Consultant	9	20%	--	--	--	--

## 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	17	7%	9,300,000	12,492,000	20,099,415	15,758,065
Program Manager	47	19%	7,800,000	13,000,261	17,742,736	13,850,790
Project Manager III	55	22%	5,400,000	7,800,000	14,473,684	9,738,766
Project Manager II	35	14%	4,561,106	7,000,000	8,500,000	7,225,014
Project Manager I	44	17%	3,970,000	5,800,000	7,200,000	6,718,139
Project Management Specialist	41	16%	4,070,000	5,800,000	7,959,195	6,550,726
Project Management Consultant	5	2%	--	--	--	--

# Pakistan

Total Compensation (in Pakistan Rupees)					
COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	171	1,500,000	2,085,059	3,168,000	2,387,135
Total Compensation	171	1,644,000	2,250,000	3,550,000	2,719,791

Reported/Expected Change in Total Compensation over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	3	2%	Decrease	1	1%
Remained the same	41	24%	Remain the same	17	10%
Increased less than 1%	3	2%	Increase less than 1%	3	2%
Increased 1% to 2.9%	3	2%	Increase 1% to 2.9%	4	2%
Increased 3% to 3.9%	10	6%	Increase 3% to 3.9%	7	4%
Increased 4% to 4.9%	4	2%	Increase 4% to 4.9%	8	5%
Increased 5% to 6.9%	14	8%	Increase 5% to 6.9%	19	11%
Increased 7% to 9.9%	34	20%	Increase 7% to 9.9%	23	13%
Increased 10% to 14.9%	36	21%	Increase 10% to 14.9%	36	21%
Increased 15% to 19.9%	14	8%	Increase 15% to 19.9%	25	15%
Increased 20% to 24.9%	3	2%	Increase 20% to 24.9%	7	4%
Increased 25% to 29.9%	3	2%	Increase 25% to 29.9%	5	3%
Increased 30% or greater	3	2%	Increase 30% or greater	16	9%

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	14	8%	1,775,000	2,910,000	4,850,000	3,259,857
Portfolio Manager	14	8%	1,575,000	2,400,000	3,850,000	2,885,236
Program Manager	27	16%	1,782,000	2,940,000	3,336,000	2,809,242
Project Manager III	33	19%	1,830,000	2,200,000	3,000,000	2,450,561
Project Manager II	35	20%	1,400,000	2,000,000	3,168,000	2,273,326
Project Manager I	23	13%	1,200,000	1,450,000	1,900,000	1,597,523
Project Management Specialist	21	12%	1,200,000	1,750,000	2,400,000	1,963,392
Project Management Consultant	4	2%	--	--	--	--

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	--	*	--	--	--	--
3 < 5 years	2	1%	--	--	--	--
5 < 10 years	42	25%	1,060,000	1,232,602	2,025,000	1,632,019
10 < 15 years	67	39%	1,560,000	2,000,000	2,700,000	2,192,793
15 < 20 years	37	22%	2,050,000	3,000,000	3,600,000	3,080,811
20 years or more	23	13%	2,085,059	3,600,000	4,440,000	3,341,221

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	54	34%	1,200,000	1,860,000	2,730,000	2,111,244
1 to 5 years	75	48%	1,500,000	2,000,000	3,168,000	2,360,727
6 years or more	28	18%	1,625,000	2,880,000	3,600,000	2,883,286
<b>EXTREME PROJECT MANAGEMENT</b>						
None	63	41%	1,500,000	2,100,000	3,168,000	2,395,373
1 to 5 years	68	45%	1,230,000	2,000,000	3,000,000	2,311,204
6 years or more	21	14%	1,650,000	2,085,059	3,600,000	2,597,631
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	43	27%	1,250,000	1,920,000	2,640,000	2,078,782
1 to 5 years	68	43%	1,216,301	1,800,000	2,805,000	2,106,331
6 years or more	46	29%	2,000,000	2,970,000	3,880,000	3,069,919
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	85	57%	1,310,000	2,000,000	3,000,000	2,332,208
1 to 5 years	47	31%	1,440,000	2,100,000	2,940,000	2,237,198
6 years or more	18	12%	1,600,000	3,600,000	4,008,000	3,048,590
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	73	47%	1,200,000	1,750,000	2,622,000	2,040,519
1 to 5 years	58	37%	1,500,000	2,300,000	3,218,881	2,463,615
6 years or more	24	15%	2,000,000	3,210,000	4,024,000	3,126,792
<b>PROGRAM MANAGEMENT</b>						
None	52	33%	1,212,500	1,920,000	2,910,000	2,115,027
1 to 5 years	65	42%	1,475,000	2,100,000	3,051,000	2,336,722
6 years or more	39	25%	1,700,000	2,500,000	4,000,000	2,880,223
<b>EARNED VALUE MANAGEMENT</b>						
None	41	27%	1,292,602	1,920,000	3,000,000	2,211,785
1 to 5 years	78	51%	1,275,000	1,960,000	3,000,000	2,220,184
6 years or more	34	22%	1,851,000	2,350,000	4,000,000	2,892,796
<b>LEAN PROJECT MANAGEMENT</b>						
None	67	46%	1,250,000	1,920,000	3,000,000	2,198,206
1 to 5 years	59	40%	1,450,000	2,200,000	3,000,000	2,377,968
6 years or more	21	14%	1,750,000	2,222,222	3,600,000	2,811,223
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	67	44%	1,400,000	2,100,000	3,102,000	2,339,093
1 to 5 years	55	36%	1,200,000	1,782,000	2,500,000	2,192,062
6 years or more	29	19%	1,960,000	2,940,000	4,000,000	2,882,346
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	39	25%	1,200,000	1,920,000	3,000,000	2,154,392
1 to 5 years	60	38%	1,200,000	1,761,000	2,365,500	1,900,337
6 years or more	57	37%	1,835,000	3,000,000	4,000,000	3,007,296
<b>RISK MANAGEMENT</b>						
None	20	13%	1,200,000	1,708,000	2,325,000	1,986,511
1 to 5 years	87	56%	1,300,000	2,000,000	3,000,000	2,212,906
6 years or more	49	31%	1,830,000	2,400,000	3,920,000	2,829,788
<b>CHANGE MANAGEMENT</b>						
None	27	17%	1,265,203	1,800,000	2,640,000	2,123,600
1 to 5 years	77	49%	1,200,000	1,800,000	2,850,000	2,095,706
6 years or more	53	34%	2,000,000	2,760,000	3,920,000	2,938,411
<b>RESOURCE MANAGEMENT</b>						
None	9	6%	--	--	--	--
1 to 5 years	78	50%	1,200,000	1,728,000	2,703,000	2,112,410
6 years or more	68	44%	1,940,000	2,570,000	3,573,000	2,796,538

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	26	15%	1,108,809	1,292,602	1,920,000	1,547,678
5 < 10 years	86	50%	1,487,500	1,960,000	2,820,000	2,187,411
10 < 15 years	35	20%	2,000,000	2,500,000	3,275,524	2,774,434
15 < 20 years	17	10%	3,000,000	4,000,000	4,900,000	3,883,105
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	1	1%	--	--	--	--
Some college or Associate's degree	1	1%	--	--	--	--
4-year college degree	38	22%	1,190,044	1,800,000	2,500,000	2,090,560
Master's degree	124	73%	1,500,000	2,092,530	3,203,792	2,413,829
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	1	1%	--	--	--	--
No degree in PM	1	1%	--	--	--	--

Annualized Salary by PMP® Status						
STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	138	81%	1,500,000	2,092,530	3,222,673	2,447,387
PMP for less than 1 year	1	1%	--	--	--	--
PMP for 1 < 5 years	82	62%	1,261,403	1,791,000	2,425,000	2,085,851
PMP for 5 < 10 years	39	30%	1,800,000	2,400,000	3,600,000	2,709,949
PMP for 10 < 20 years	10	8%	2,985,000	4,410,000	5,117,889	4,099,956
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP certification	33	19%	1,200,000	1,800,000	3,000,000	2,135,171

Annualized Salary by Amount of Training per Year						
DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	68	41%	1,410,000	1,920,000	3,000,000	2,320,179
5 to 9 days	31	19%	1,450,000	2,000,000	3,336,000	2,341,290
10 days or more	66	40%	1,575,000	2,400,000	3,248,881	2,490,725

Annualized Salary by Gender						
GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	153	95%	1,475,000	2,100,000	3,184,000	2,401,576
Female	8	5%	--	--	--	--

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	14	8%	1,437,500	2,700,000	4,104,000	2,750,143
Consulting	4	2%	--	--	--	--
Customer Service/Public Relations	2	1%	--	--	--	--
Engineering	22	13%	1,200,000	1,497,200	2,115,000	1,597,527
Finance	1	1%	--	--	--	--
Human Resources	1	1%	--	--	--	--
Information Technology/Information Systems	36	21%	1,625,000	2,150,000	3,275,000	2,580,373
Operations/Manufacturing	6	4%	--	--	--	--
Project Management Department or PMO	73	43%	1,500,000	2,160,000	3,287,762	2,407,277
Quality Management	--	*	--	--	--	--
Research and Development	3	2%	--	--	--	--
Sales/Marketing	2	1%	--	--	--	--
Supply Chain Management/Logistics	--	*	--	--	--	--
Training/Education	--	*	--	--	--	--
Other	7	4%	--	--	--	--

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	1	1%	--	--	--	--
Business services	2	1%	--	--	--	--
Construction	21	12%	1,350,000	2,000,000	2,850,000	2,160,927
Consulting	7	4%	--	--	--	--
Engineering	16	9%	1,050,000	1,410,000	2,145,000	1,671,814
Financial services	11	6%	1,600,000	1,800,000	4,440,000	2,583,636
Food and beverage	5	3%	--	--	--	--
Government	7	4%	--	--	--	--
Healthcare	2	1%	--	--	--	--
Information technology	48	28%	1,710,000	2,200,000	3,256,643	2,555,862
Insurance	1	1%	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	7	4%	--	--	--	--
Pharmaceuticals	--	*	--	--	--	--
Real estate	1	1%	--	--	--	--
Resources (Agriculture, Mining, etc.)	7	4%	--	--	--	--
Telecommunications	17	10%	1,256,200	1,920,000	2,570,000	1,975,553
Training/education	2	1%	--	--	--	--
Utility	3	2%	--	--	--	--
Other	13	8%	1,670,000	3,000,000	3,318,000	2,633,385

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	40	23%	1,625,000	2,000,000	3,150,000	2,432,138
Construction	48	28%	1,212,500	2,020,000	2,955,000	2,168,352
Engineering	55	32%	1,200,000	2,000,000	2,640,000	2,162,998
Information Technology	86	50%	1,590,000	2,180,000	3,281,643	2,501,146
Manufacturing	12	7%	1,940,000	2,331,000	3,150,000	2,527,200
Operations	43	25%	1,600,000	2,400,000	3,300,000	2,536,856
Quality Management	19	11%	1,600,000	1,920,000	3,300,000	2,386,842
Regulatory Compliance	13	8%	1,630,000	2,400,000	3,816,000	2,597,538
Research & Development	24	14%	1,742,500	2,262,000	3,525,000	2,736,073
Supply Chain Management/ Logistics	18	11%	1,980,000	2,630,000	3,880,000	2,896,948
Other	15	9%	1,600,000	2,500,000	3,336,000	2,484,667

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	21	12%	1,260,000	1,920,000	3,201,000	2,305,192
100 to 299	29	17%	1,332,602	2,000,000	2,400,000	2,197,849
300 to 999	31	18%	1,500,000	2,262,000	3,275,524	2,498,264
1,000 to 2,499	27	16%	1,600,000	2,160,000	3,000,000	2,277,926
2,500 to 4,999	22	13%	1,200,000	2,002,530	3,519,000	2,535,028
5,000 to 9,999	14	8%	1,512,500	2,150,000	2,715,000	2,193,584
10,000 or more	27	16%	1,560,000	2,500,000	3,600,000	2,615,644

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	15	10%	1,320,000	2,400,000	3,300,000	2,528,267
5-9 people	35	24%	1,560,000	2,100,000	3,300,000	2,498,099
10-14 people	24	16%	1,710,000	2,510,000	3,600,000	2,605,391
15-19 people	14	9%	1,387,500	1,960,000	3,416,643	2,395,450
20 or more people	60	41%	1,403,100	2,100,000	2,805,000	2,207,801

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	30	20%	1,200,927	1,770,000	2,490,000	1,955,700
\$100,000 to \$499,999	46	30%	1,475,000	2,150,000	3,000,000	2,414,902
\$500,000 to \$999,999	21	14%	1,658,000	3,000,000	3,600,000	2,729,311
\$1 million to \$10 million	36	24%	1,421,800	2,180,000	3,525,000	2,493,150
More than \$10 million	20	13%	1,550,000	2,200,000	3,312,000	2,477,729

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	26	15%
Yes - Informal	91	54%
No	44	26%
Don't Know	9	5%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	24	21%
Yes - Informal	80	69%
No	8	7%
Don't Know	4	3%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	41	25%
Yes - Informal	78	47%
No	47	28%
Don't Know	1	1%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	4	2%	3	2%	161	96%
Director of Project Management Office (PMO)	2	14%	1	7%	11	79%
Portfolio Manager	--	*	--	*	14	100%
Program Manager	--	*	--	*	26	100%
Project Manager III	--	*	1	3%	32	97%
Project Manager II	2	6%	--	*	31	94%
Project Manager I	--	*	--	*	23	100%
Project Management Specialist	--	*	1	5%	20	95%
Project Management Consultant	--	*	--	*	4	100%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	59%	115	68%	68	40%
Director of Project Management Office (PMO)	10	71%	9	64%	5	36%
Portfolio Manager	10	71%	8	57%	7	50%
Program Manager	11	42%	19	73%	12	46%
Project Manager III	21	64%	22	67%	12	36%
Project Manager II	22	65%	25	74%	11	32%
Project Manager I	12	52%	15	65%	12	52%
Project Management Specialist	12	57%	14	67%	8	38%
Project Management Consultant	1	25%	3	75%	1	25%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	161	24.0	111	30.7
Director of Project Management Office (PMO)	14	24.8	11	29.0
Portfolio Manager	13	26.4	11	33.7
Program Manager	26	22.8	23	31.0
Project Manager III	31	22.9	22	25.4
Project Manager II	32	23.4	24	28.1
Project Manager I	21	24.7	10	32.5
Project Management Specialist	20	22.7	8	45.4
Project Management Consultant	4	37.3	2	43.5



## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	35	21%	58	35%	4	2%
Director of Project Management Office (PMO)	5	36%	8	57%	--	*
Portfolio Manager	3	21%	7	50%	--	*
Program Manager	7	27%	5	19%	--	*
Project Manager III	6	19%	12	39%	1	3%
Project Manager II	4	12%	8	24%	3	9%
Project Manager I	3	13%	8	35%	--	*
Project Management Specialist	6	29%	9	43%	--	*
Project Management Consultant	1	25%	1	25%	--	*

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	170	41.5	164	47.4
Director of Project Management Office (PMO)	14	39.4	14	44.7
Portfolio Manager	14	40.6	14	48.6
Program Manager	27	40.9	27	50.2
Project Manager III	32	41.6	32	47.9
Project Manager II	35	41.0	35	45.5
Project Manager I	23	42.9	19	46.9
Project Management Specialist	21	42.9	19	46.8
Project Management Consultant	4	43.8	4	50.3

## Annualized Salary by Position Description - Self-Employed Only

POSITION	2	13%	--	--	--	--
Director of Project Management Office (PMO)	2	13%	--	--	--	--
Portfolio Manager	4	25%	--	--	--	--
Program Manager	2	13%	--	--	--	--
Project Manager III	2	13%	--	--	--	--
Project Manager II	2	13%	--	--	--	--
Project Manager I	2	13%	--	--	--	--
Project Management Specialist	--	*	--	--	--	--
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%	1,725,000	3,300,000	4,950,000	3,394,833
Portfolio Manager	12	8%	1,605,438	3,150,000	4,350,000	3,091,109
Program Manager	23	15%	1,782,000	3,000,000	3,492,000	2,914,675
Project Manager III	31	20%	1,740,000	2,200,000	3,000,000	2,417,694
Project Manager II	33	21%	1,406,200	2,000,000	3,234,000	2,312,310
Project Manager I	21	14%	1,200,000	1,450,000	1,910,000	1,632,525
Project Management Specialist	19	12%	1,200,000	1,700,000	2,400,000	1,879,539
Project Management Consultant	4	3%	--	--	--	--

# Peru

## Total Compensation (in Peruvian Nuevo Sol)

COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	320	84,000	114,500	154,000	127,079
Total Compensation	320	91,000	120,000	178,500	142,298

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

PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	12	4%	Decrease	4	1%
Remained the same	135	42%	Remain the same	59	18%
Increased less than 1%	12	4%	Increase less than 1%	7	2%
Increased 1% to 2.9%	32	10%	Increase 1% to 2.9%	22	7%
Increased 3% to 3.9%	15	5%	Increase 3% to 3.9%	18	6%
Increased 4% to 4.9%	16	5%	Increase 4% to 4.9%	20	6%
Increased 5% to 6.9%	26	8%	Increase 5% to 6.9%	47	15%
Increased 7% to 9.9%	13	4%	Increase 7% to 9.9%	22	7%
Increased 10% to 14.9%	22	7%	Increase 10% to 14.9%	56	18%
Increased 15% to 19.9%	16	5%	Increase 15% to 19.9%	17	5%
Increased 20% to 24.9%	8	3%	Increase 20% to 24.9%	14	4%
Increased 25% to 29.9%	4	1%	Increase 25% to 29.9%	8	3%
Increased 30% or greater	9	3%	Increase 30% or greater	26	8%

## Annualized Salary by Position Description

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	26	8%	97,500	154,200	252,500	176,003
Portfolio Manager	21	7%	98,600	140,000	186,500	151,522
Program Manager	34	11%	102,676	142,000	203,500	156,486
Project Manager III	56	18%	105,750	131,500	167,050	143,366
Project Manager II	47	15%	72,000	98,000	130,000	111,200
Project Manager I	63	20%	65,000	91,000	116,400	95,414
Project Management Specialist	46	14%	73,800	112,000	145,875	120,380
Project Management Consultant	27	8%	71,109	88,890	120,000	103,088

## 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	6	2%	--	--	--	--
5 < 10 years	61	19%	55,500	84,000	111,720	86,583
10 < 15 years	101	32%	90,000	115,265	150,346	121,872
15 < 20 years	74	23%	87,875	120,000	165,750	133,603
20 years or more	75	23%	105,000	150,000	217,014	168,943

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	104	35%	84,000	117,350	169,832	130,507
1 to 5 years	157	53%	84,000	109,500	150,600	126,609
6 years or more	38	13%	84,000	119,000	150,819	121,309
<b>EXTREME PROJECT MANAGEMENT</b>						
None	169	58%	85,000	120,000	163,864	133,436
1 to 5 years	86	29%	77,025	108,000	140,000	113,461
6 years or more	37	13%	92,045	130,000	168,754	138,161
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	58	19%	88,000	115,573	151,500	127,333
1 to 5 years	126	42%	72,000	102,000	134,800	111,351
6 years or more	116	39%	96,018	131,000	177,500	143,847
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	147	51%	85,000	118,300	165,000	132,078
1 to 5 years	95	33%	72,000	100,000	140,000	112,406
6 years or more	48	17%	94,150	126,280	177,500	141,452
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	134	45%	81,500	110,000	140,333	119,012
1 to 5 years	118	39%	84,000	111,000	150,000	124,860
6 years or more	47	16%	101,705	150,000	205,000	156,630
<b>PROGRAM MANAGEMENT</b>						
None	91	30%	84,000	110,000	135,787	117,158
1 to 5 years	141	46%	76,400	105,000	150,600	122,802
6 years or more	73	24%	102,352	140,000	201,500	151,620
<b>EARNED VALUE MANAGEMENT</b>						
None	51	17%	72,000	99,600	129,000	109,587
1 to 5 years	160	53%	84,000	112,630	150,000	121,905
6 years or more	90	30%	89,723	134,000	200,000	149,476
<b>LEAN PROJECT MANAGEMENT</b>						
None	116	39%	87,700	116,700	159,300	130,295
1 to 5 years	138	46%	80,000	105,000	147,000	119,123
6 years or more	47	16%	88,890	130,000	200,000	143,281
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	94	32%	78,500	105,000	151,000	116,119
1 to 5 years	111	38%	80,000	105,000	140,000	118,745
6 years or more	90	31%	100,000	131,000	199,063	149,236
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	96	32%	82,500	116,873	162,950	129,082
1 to 5 years	108	36%	72,000	101,000	134,050	114,464
6 years or more	94	32%	97,500	127,780	162,377	138,521
<b>RISK MANAGEMENT</b>						
None	42	14%	71,050	107,100	141,750	109,095
1 to 5 years	157	51%	76,400	102,000	135,200	112,805
6 years or more	110	36%	100,000	140,000	200,750	155,675
<b>CHANGE MANAGEMENT</b>						
None	50	17%	70,832	110,090	141,750	108,467
1 to 5 years	138	46%	76,600	100,000	135,300	110,426
6 years or more	114	38%	100,000	139,500	210,386	157,403
<b>RESOURCE MANAGEMENT</b>						
None	42	14%	63,750	96,000	142,500	109,830
1 to 5 years	136	45%	81,000	110,000	140,998	118,909
6 years or more	123	41%	93,800	122,066	180,000	143,719

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	20	6%	58,500	89,000	119,575	103,251
3 < 5 years	34	11%	48,000	80,400	110,215	83,743
5 < 10 years	136	43%	72,000	100,000	132,580	110,938
10 < 15 years	78	24%	111,500	140,000	191,750	153,908
15 < 20 years	26	8%	103,000	154,200	215,133	164,431
20 years or more	26	8%	91,151	137,193	232,500	168,675

### Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	9	3%	--	--	--	--
Some college or Associate's degree	10	3%	79,688	105,750	123,250	101,175
4-year college degree	110	34%	70,000	102,600	138,500	109,234
Master's degree	182	57%	90,000	120,000	174,150	141,583
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	173	54%	84,000	110,000	150,000	123,686
No degree in PM	145	46%	85,000	117,000	159,200	130,709

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	255	80%	85,000	115,000	156,000	130,160
PMP for less than 1 year	3	1%	--	--	--	--
PMP for 1 < 5 years	128	51%	74,550	98,200	126,000	108,156
PMP for 5 < 10 years	94	37%	99,500	133,200	199,063	149,348
PMP for 10 < 20 years	26	10%	115,000	136,000	222,750	171,178
PMP for 20+ years	1	*	--	--	--	--
Do not have a PMP certification	65	20%	64,300	110,000	145,500	114,994

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	97	31%	84,000	115,000	162,494	129,751
5 to 9 days	69	22%	84,000	105,000	145,665	125,751
10 days or more	152	48%	84,000	117,828	156,600	126,110

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	265	85%	84,000	115,000	156,800	129,411
Female	46	15%	84,000	102,500	150,000	115,074

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	32	10%	81,000	116,000	177,123	136,804
Consulting	26	8%	88,668	138,000	187,500	147,397
Customer Service/Public Relations	1	*	--	--	--	--
Engineering	37	12%	82,500	110,000	143,500	119,125
Finance	3	1%	--	--	--	--
Human Resources	--	*	--	--	--	--
Information Technology/Information Systems	66	21%	81,500	108,842	139,250	108,962
Operations/Manufacturing	11	3%	90,000	120,000	189,000	147,979
Project Management Department or PMO	106	33%	84,000	114,500	154,500	127,030
Quality Management	13	4%	82,000	128,800	217,773	156,411
Research and Development	2	1%	--	--	--	--
Sales/Marketing	8	3%	--	--	--	--
Supply Chain Management/Logistics	4	1%	--	--	--	--
Training/Education	--	*	--	--	--	--
Other	11	3%	77,700	140,000	217,014	149,906

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	--	*	--	--	--	--
Business services	6	2%	--	--	--	--
Construction	55	17%	90,000	120,000	168,491	139,850
Consulting	26	8%	84,000	123,000	187,500	138,061
Engineering	30	9%	70,000	91,500	120,800	103,907
Financial services	19	6%	75,000	105,000	162,260	120,040
Food and beverage	7	2%	--	--	--	--
Government	15	5%	104,000	120,000	140,000	132,373
Healthcare	4	1%	--	--	--	--
Information technology	60	19%	84,815	108,992	148,097	124,975
Insurance	2	1%	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	5	2%	--	--	--	--
Pharmaceuticals	2	1%	--	--	--	--
Real estate	--	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	18	6%	90,000	163,954	218,750	160,580
Telecommunications	36	11%	94,350	118,500	164,432	133,342
Training/education	3	1%	--	--	--	--
Utility	3	1%	--	--	--	--
Other	29	9%	65,000	98,000	147,000	111,950

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	91	29%	84,000	109,500	156,000	129,355
Construction	103	32%	84,000	120,000	168,491	135,994
Engineering	115	36%	85,000	120,000	151,200	129,358
Information Technology	153	48%	86,250	116,400	150,000	124,910
Manufacturing	24	8%	65,701	97,600	147,500	115,120
Operations	77	24%	74,500	115,000	150,000	128,393
Quality Management	39	12%	85,000	120,000	170,000	134,100
Regulatory Compliance	22	7%	101,278	145,000	173,250	147,555
Research & Development	20	6%	61,940	97,600	135,000	106,269
Supply Chain Management/Logistics	21	7%	70,000	98,400	133,000	109,874
Other	17	5%	90,752	132,000	195,000	143,378

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	58	18%	72,000	99,000	140,000	106,925
100 to 299	44	14%	84,250	109,090	135,250	115,010
300 to 999	44	14%	87,565	115,000	140,000	124,856
1,000 to 2,499	60	19%	82,688	109,750	168,000	127,994
2,500 to 4,999	41	13%	67,500	105,000	173,700	127,146
5,000 to 9,999	28	9%	98,000	126,000	175,000	132,483
10,000 or more	45	14%	111,600	140,000	227,265	162,390

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	59	24%	72,000	100,000	123,200	107,119
5-9 people	84	34%	88,500	111,090	150,519	125,716
10-14 people	42	17%	96,013	125,000	201,250	143,572
15-19 people	17	7%	84,500	102,200	147,600	122,494
20 or more people	47	19%	108,485	140,000	210,000	162,781

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	77	25%	61,300	95,200	120,000	101,428
\$100,000 to \$499,999	66	22%	84,000	106,500	147,000	113,741
\$500,000 to \$999,999	36	12%	89,168	112,500	139,750	125,276
\$1 million to \$10 million	86	28%	98,000	133,894	201,000	149,164
More than \$10 million	40	13%	89,750	151,200	204,750	156,402

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	94	30%
Yes - Informal	134	42%
No	74	23%
Don't Know	16	5%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	74	33%
Yes - Informal	122	54%
No	19	8%
Don't Know	9	4%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	102	32%
Yes - Informal	123	39%
No	75	24%
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	30	9%	13	4%	278	87%
Director of Project Management Office (PMO)	3	12%	1	4%	22	85%
Portfolio Manager	2	10%	1	5%	19	90%
Program Manager	2	6%	1	3%	31	91%
Project Manager III	4	7%	2	4%	51	91%
Project Manager II	4	9%	--	*	43	91%
Project Manager I	6	10%	4	6%	53	84%
Project Management Specialist	7	16%	1	2%	37	82%
Project Management Consultant	2	7%	3	11%	22	81%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	21%	194	61%	120	38%
Director of Project Management Office (PMO)	4	15%	17	65%	9	35%
Portfolio Manager	7	33%	16	76%	10	48%
Program Manager	7	21%	22	65%	11	32%
Project Manager III	14	25%	37	66%	19	34%
Project Manager II	5	11%	28	60%	16	34%
Project Manager I	13	21%	36	57%	29	46%
Project Management Specialist	12	26%	30	65%	19	41%
Project Management Consultant	4	15%	8	30%	7	26%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	312	25.8	218	28.5
Director of Project Management Office (PMO)	26	25.7	18	33.3
Portfolio Manager	21	25.3	16	24.7
Program Manager	33	25.5	23	24.6
Project Manager III	56	24.7	42	26.6
Project Manager II	45	26.2	30	26.7
Project Manager I	62	25.5	47	30.1
Project Management Specialist	44	29.6	29	35.2
Project Management Consultant	25	23.1	13	23.2

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	118	37%	122	39%	33	10%
Director of Project Management Office (PMO)	12	48%	8	32%	4	16%
Portfolio Manager	7	33%	12	57%	3	14%
Program Manager	12	35%	11	32%	4	12%
Project Manager III	16	29%	24	43%	8	14%
Project Manager II	22	48%	16	35%	1	2%
Project Manager I	16	26%	24	39%	9	15%
Project Management Specialist	22	49%	21	47%	3	7%
Project Management Consultant	11	41%	6	22%	1	4%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	315	44.1	305	48.3
Director of Project Management Office (PMO)	26	43.9	25	48.4
Portfolio Manager	20	42.6	20	47.1
Program Manager	34	43.9	32	48.7
Project Manager III	54	43.5	55	49.0
Project Manager II	45	43.2	45	48.0
Project Manager I	63	43.8	59	47.4
Project Management Specialist	46	47.2	42	51.8
Project Management Consultant	27	43.5	27	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)	4	9%	--	--	--	--
Portfolio Manager	3	7%	--	--	--	--
Program Manager	8	18%	--	--	--	--
Project Manager III	8	18%	--	--	--	--
Project Manager II	7	16%	--	--	--	--
Project Manager I	8	18%	--	--	--	--
Project Management Specialist	4	9%	--	--	--	--
Project Management Consultant	3	7%	--	--	--	--

## Annualized Salary by Position Description - Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	22	8%	97,500	154,200	215,000	170,641
Portfolio Manager	18	7%	93,300	128,800	178,250	145,522
Program Manager	26	9%	109,750	144,000	206,250	162,164
Project Manager III	48	17%	101,250	129,500	196,313	145,152
Project Manager II	40	15%	68,852	96,000	120,000	102,637
Project Manager I	55	20%	63,600	87,500	115,000	91,034
Project Management Specialist	42	15%	73,800	117,000	162,000	121,897
Project Management Consultant	24	9%	76,813	89,445	120,000	105,193



# Philippines

Total Compensation (in Australian Dollars)					
COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	306	1,045,962	1,690,000	2,451,750	1,888,332
Total Compensation	306	1,259,500	1,969,121	2,902,500	2,225,134

Reported/Expected Change in Total Compensation over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	2	1%	Decrease	3	1%
Remained the same	57	19%	Remain the same	25	8%
Increased less than 1%	2	1%	Increase less than 1%	3	1%
Increased 1% to 2.9%	32	10%	Increase 1% to 2.9%	32	10%
Increased 3% to 3.9%	29	9%	Increase 3% to 3.9%	33	11%
Increased 4% to 4.9%	30	10%	Increase 4% to 4.9%	28	9%
Increased 5% to 6.9%	52	17%	Increase 5% to 6.9%	59	19%
Increased 7% to 9.9%	35	11%	Increase 7% to 9.9%	36	12%
Increased 10% to 14.9%	36	12%	Increase 10% to 14.9%	50	16%
Increased 15% to 19.9%	10	3%	Increase 15% to 19.9%	11	4%
Increased 20% to 24.9%	10	3%	Increase 20% to 24.9%	8	3%
Increased 25% to 29.9%	2	1%	Increase 25% to 29.9%	4	1%
Increased 30% or greater	9	3%	Increase 30% or greater	14	5%

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	26	8%	1,950,000	2,428,500	3,463,750	2,922,946
Portfolio Manager	28	9%	2,025,000	2,952,000	3,462,047	2,992,767
Program Manager	60	20%	1,342,875	1,924,617	2,892,500	2,043,998
Project Manager III	82	27%	1,192,500	1,902,000	2,620,125	1,987,045
Project Manager II	58	19%	900,000	1,289,713	1,855,750	1,387,484
Project Manager I	31	10%	550,000	907,000	1,440,000	1,075,701
Project Management Specialist	15	5%	480,000	700,000	1,356,000	834,461
Project Management Consultant	6	2%	--	--	--	--

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	37	12%	597,000	900,000	1,161,000	942,076
10 < 15 years	76	25%	727,500	1,200,000	1,950,000	1,414,514
15 < 20 years	72	24%	1,368,750	1,935,117	2,487,500	2,000,325
20 years or more	118	39%	1,500,000	2,250,444	3,086,268	2,446,346

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	85	30%	883,334	1,400,000	2,350,000	1,689,623
1 to 5 years	156	54%	1,120,564	1,799,300	2,487,001	1,910,205
6 years or more	46	16%	1,413,000	2,050,000	3,300,000	2,381,902
<b>EXTREME PROJECT MANAGEMENT</b>						
None	173	61%	1,020,707	1,690,000	2,445,500	1,901,138
1 to 5 years	70	25%	1,104,076	1,497,500	2,062,500	1,732,216
6 years or more	40	14%	1,557,265	2,284,000	3,099,000	2,389,240
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	55	19%	960,000	1,638,000	2,600,000	1,907,383
1 to 5 years	119	41%	900,000	1,350,000	1,950,000	1,469,353
6 years or more	116	40%	1,500,000	2,211,260	3,000,000	2,377,060
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	171	61%	1,040,000	1,690,000	2,441,000	1,868,591
1 to 5 years	68	24%	903,750	1,600,000	2,403,405	1,813,014
6 years or more	43	15%	1,500,000	2,222,519	3,068,000	2,370,287
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	92	32%	852,000	1,310,000	1,925,360	1,444,945
1 to 5 years	117	41%	1,108,061	1,690,000	2,405,000	1,769,544
6 years or more	77	27%	1,860,117	2,398,620	3,315,000	2,719,669
<b>PROGRAM MANAGEMENT</b>						
None	57	20%	740,000	1,200,000	1,593,000	1,356,874
1 to 5 years	141	48%	1,000,000	1,500,000	2,197,944	1,685,538
6 years or more	94	32%	1,697,500	2,300,000	3,262,500	2,568,242
<b>EARNED VALUE MANAGEMENT</b>						
None	102	36%	900,000	1,356,000	2,262,500	1,600,733
1 to 5 years	104	37%	1,138,192	1,695,000	2,175,000	1,746,284
6 years or more	78	27%	1,500,000	2,400,000	3,312,047	2,603,566
<b>LEAN PROJECT MANAGEMENT</b>						
None	136	48%	903,750	1,500,000	2,400,000	1,777,345
1 to 5 years	104	36%	1,105,842	1,695,000	2,500,000	1,880,046
6 years or more	45	16%	1,650,000	2,200,000	3,000,000	2,427,372
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	135	47%	960,000	1,578,000	2,250,000	1,693,935
1 to 5 years	88	31%	1,063,900	1,799,300	2,673,321	1,920,609
6 years or more	62	22%	1,487,500	2,176,260	3,262,500	2,439,463
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	46	16%	885,000	1,539,000	2,250,000	1,794,496
1 to 5 years	90	31%	830,000	1,153,500	1,751,250	1,331,284
6 years or more	156	53%	1,403,800	2,152,500	3,000,000	2,280,101
<b>RISK MANAGEMENT</b>						
None	28	10%	810,000	1,200,000	1,945,620	1,511,497
1 to 5 years	124	43%	900,000	1,310,000	1,930,500	1,446,399
6 years or more	139	48%	1,500,000	2,200,000	3,010,000	2,392,636
<b>CHANGE MANAGEMENT</b>						
None	23	8%	640,000	840,000	1,517,030	1,125,987
1 to 5 years	131	45%	937,794	1,381,000	2,028,000	1,544,202
6 years or more	135	47%	1,500,000	2,200,000	3,053,074	2,415,321
<b>RESOURCE MANAGEMENT</b>						
None	19	7%	640,000	972,000	1,755,000	1,175,595
1 to 5 years	105	37%	900,000	1,335,000	1,950,000	1,539,336
6 years or more	163	57%	1,430,000	2,100,000	3,000,000	2,252,993

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	10	3%	710,000	940,000	1,389,000	1,214,900
3 < 5 years	31	10%	750,000	1,065,600	1,440,000	1,120,158
5 < 10 years	111	36%	800,000	1,300,000	1,846,000	1,385,057
10 < 15 years	82	27%	1,403,000	2,021,500	2,625,000	2,131,124
15 < 20 years	53	17%	1,864,500	2,900,000	3,500,000	2,789,079
20 years or more	19	6%	1,800,000	2,400,000	3,030,240	2,875,846

### Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	--	*	--	--	--	--
Some college or Associate's degree	7	2%	--	--	--	--
4-year college degree	228	75%	960,000	1,530,510	2,375,000	1,723,436
Master's degree	67	22%	1,380,000	2,130,000	3,068,000	2,462,798
Doctoral degree	4	1%	--	--	--	--

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	38	12%	1,102,717	1,640,000	2,943,750	2,096,118
No degree in PM	268	88%	1,026,061	1,695,000	2,450,000	1,858,870

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	230	75%	1,200,000	1,950,000	2,739,384	2,085,918
PMP for less than 1 year	7	3%	--	--	--	--
PMP for 1 < 5 years	118	52%	990,000	1,500,000	2,055,000	1,662,787
PMP for 5 < 10 years	70	31%	1,759,500	2,211,260	3,000,000	2,372,220
PMP for 10 < 20 years	31	14%	2,700,000	3,096,000	3,800,000	3,328,398
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP certification	76	25%	662,614	1,058,700	1,660,000	1,290,375

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	100	33%	852,000	1,508,515	2,400,000	1,689,738
5 to 9 days	100	33%	1,089,000	1,745,000	2,918,750	2,063,513
10 days or more	100	33%	1,155,000	1,799,300	2,375,000	1,937,542

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	173	57%	1,060,656	1,815,000	2,600,000	1,989,303
Female	130	43%	1,000,000	1,530,000	2,272,500	1,735,956

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	7	2%	--	--	--	--
Consulting	14	5%	1,803,750	2,650,000	3,225,000	2,866,888
Customer Service/Public Relations	2	1%	--	--	--	--
Engineering	22	7%	611,465	1,200,000	1,650,000	1,359,580
Finance	3	1%	--	--	--	--
Human Resources	2	1%	--	--	--	--
Information Technology/Information Systems	72	24%	1,406,800	1,975,000	2,675,000	2,080,239
Operations/Manufacturing	9	3%	--	--	--	--
Project Management Department or PMO	153	50%	911,000	1,500,000	2,402,500	1,804,013
Quality Management	2	1%	--	--	--	--
Research and Development	7	2%	--	--	--	--
Sales/Marketing	1	*	--	--	--	--
Supply Chain Management/Logistics	2	1%	--	--	--	--
Training/Education	--	*	--	--	--	--
Other	10	3%	735,000	1,775,000	3,082,500	1,967,300

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	--	*	--	--	--	--
Business services	5	2%	--	--	--	--
Construction	17	6%	520,000	1,200,000	1,740,000	1,562,645
Consulting	14	5%	1,675,000	2,242,000	2,931,023	2,451,168
Engineering	15	5%	700,000	1,140,000	2,040,000	1,620,910
Financial services	41	13%	1,551,510	2,410,000	3,031,537	2,454,344
Food and beverage	2	1%	--	--	--	--
Government	3	1%	--	--	--	--
Healthcare	6	2%	--	--	--	--
Information technology	95	31%	1,170,000	1,815,000	2,600,000	1,962,037
Insurance	15	5%	1,495,000	1,950,000	2,400,000	2,060,265
Legal	1	*	--	--	--	--
Manufacturing	14	5%	1,143,805	1,500,000	1,881,450	1,502,159
Pharmaceuticals	1	*	--	--	--	--
Real estate	3	1%	--	--	--	--
Resources (Agriculture, Mining, etc.)	6	2%	--	--	--	--
Telecommunications	39	13%	630,000	1,200,000	2,200,000	1,460,240
Training/education	2	1%	--	--	--	--
Utility	5	2%	--	--	--	--
Other	22	7%	882,667	1,432,500	2,398,965	1,657,647

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	85	28%	1,435,000	2,061,500	2,872,682	2,295,799
Construction	49	16%	625,000	1,200,000	1,740,000	1,479,741
Engineering	56	18%	672,250	1,333,500	1,996,853	1,500,099
Information Technology	191	63%	1,300,000	1,932,480	2,700,000	2,050,770
Manufacturing	12	4%	903,750	1,500,000	1,675,000	1,390,852
Operations	74	24%	1,324,000	1,975,000	2,706,529	2,112,937
Quality Management	35	11%	1,300,000	1,750,000	2,400,000	1,910,780
Regulatory Compliance	34	11%	1,545,000	2,838,682	3,220,964	2,664,391
Research & Development	25	8%	1,134,000	1,500,000	2,177,500	1,714,353
Supply Chain Management/Logistics	15	5%	1,365,000	2,061,500	2,400,000	1,934,451
Other	24	8%	1,062,500	1,860,117	2,477,500	1,802,326

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	20	7%	769,307	1,432,500	2,485,125	1,548,505
100 to 299	33	11%	1,012,800	1,500,000	2,020,750	1,696,636
300 to 999	50	16%	840,000	1,380,000	2,200,000	1,621,592
1,000 to 2,499	38	12%	1,130,000	1,920,000	2,625,000	1,912,769
2,500 to 4,999	31	10%	972,000	1,403,733	2,400,000	1,741,298
5,000 to 9,999	50	16%	937,346	1,650,000	2,627,462	1,855,565
10,000 or more	84	27%	1,442,500	2,023,735	2,840,023	2,266,040

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	25	10%	626,800	1,200,000	1,900,000	1,489,119
5-9 people	88	34%	900,000	1,440,000	2,238,166	1,666,667
10-14 people	55	21%	1,112,500	1,600,000	2,400,000	1,858,496
15-19 people	22	8%	1,175,906	1,911,240	2,412,500	1,926,133
20 or more people	70	27%	1,575,255	2,192,000	3,007,560	2,381,154

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	56	21%	669,050	1,167,128	1,987,500	1,511,188
\$100,000 to \$499,999	72	26%	1,042,686	1,500,000	2,310,630	1,780,260
\$500,000 to \$999,999	43	16%	1,140,000	1,890,000	2,700,000	1,931,710
\$1 million to \$10 million	73	27%	1,366,000	2,145,000	3,000,000	2,256,249
More than \$10 million	29	11%	1,260,000	1,680,000	3,048,000	2,127,614

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	113	37%
Yes - Informal	148	48%
No	33	11%
Don't Know	12	4%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	78	30%
Yes - Informal	145	56%
No	25	10%
Don't Know	9	4%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	154	51%
Yes - Informal	103	34%
No	39	13%
Don't Know	5	2%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	31	10%	21	7%	249	84%
Director of Project Management Office (PMO)	2	8%	1	4%	23	92%
Portfolio Manager	6	21%	1	4%	21	75%
Program Manager	6	10%	5	8%	49	83%
Project Manager III	8	10%	3	4%	68	86%
Project Manager II	6	11%	7	13%	44	79%
Project Manager I	3	10%	4	13%	23	77%
Project Management Specialist	--	*	--	*	15	100%
Project Management Consultant	--	*	--	*	6	100%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	47%	215	71%	194	64%
Director of Project Management Office (PMO)	16	62%	24	92%	17	65%
Portfolio Manager	13	46%	22	79%	15	54%
Program Manager	35	58%	40	67%	40	67%
Project Manager III	39	48%	57	70%	56	68%
Project Manager II	22	39%	43	75%	35	61%
Project Manager I	12	40%	17	57%	18	60%
Project Management Specialist	4	27%	8	53%	10	67%
Project Management Consultant	1	17%	4	67%	3	50%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	299	18.0	264	22.7
Director of Project Management Office (PMO)	26	18.1	25	27.2
Portfolio Manager	28	17.0	25	19.5
Program Manager	58	18.4	55	21.3
Project Manager III	80	19.2	70	23.8
Project Manager II	57	18.9	47	23.8
Project Manager I	31	16.6	26	21.4
Project Management Specialist	14	12.8	12	22.7
Project Management Consultant	5	11.4	4	13.0

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	141	47%	90	30%	15	5%
Director of Project Management Office (PMO)	13	50%	9	35%	1	4%
Portfolio Manager	18	67%	9	33%	--	*
Program Manager	28	47%	19	32%	4	7%
Project Manager III	36	44%	27	33%	5	6%
Project Manager II	26	46%	13	23%	2	4%
Project Manager I	14	47%	4	13%	--	*
Project Management Specialist	6	40%	8	53%	2	13%
Project Management Consultant	--	*	1	17%	1	17%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	303	40.6	302	46.4
Director of Project Management Office (PMO)	26	40.1	26	48.5
Portfolio Manager	28	41.1	28	47.9
Program Manager	60	40.5	59	47.5
Project Manager III	81	40.3	81	44.7
Project Manager II	57	40.4	57	45.2
Project Manager I	30	41.2	30	45.6
Project Management Specialist	15	42.9	15	50.2
Project Management Consultant	6	40.8	6	46.5

## 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	3	13%	--	--	--	--
Program Manager	8	35%	--	--	--	--
Project Manager III	5	22%	--	--	--	--
Project Manager II	4	17%	--	--	--	--
Project Manager I	1	4%	--	--	--	--
Project Management Specialist	--	*	--	--	--	--
Project Management Consultant	2	9%	--	--	--	--

## Annualized Salary by Position Description - Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	26	9%	1,950,000	2,428,500	3,463,750	2,922,946
Portfolio Manager	25	9%	1,986,000	2,904,000	3,424,093	2,922,179
Program Manager	52	18%	1,342,875	1,839,500	2,746,250	1,985,025
Project Manager III	77	27%	1,161,000	1,869,797	2,646,750	1,961,777
Project Manager II	54	19%	900,000	1,356,000	1,896,870	1,418,079
Project Manager I	30	11%	587,500	978,200	1,455,000	1,095,558
Project Management Specialist	15	5%	480,000	700,000	1,356,000	834,461
Project Management Consultant	4	1%	--	--	--	--

# Poland

## Total Compensation (in Polish Zloty)

COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	470	132,000	179,791	220,500	184,213
Total Compensation	470	144,000	188,500	250,000	204,027

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

PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	14	3%	Decrease	2	*
Remained the same	135	29%	Remain the same	145	31%
Increased less than 1%	13	3%	Increase less than 1%	9	2%
Increased 1% to 2.9%	33	7%	Increase 1% to 2.9%	43	9%
Increased 3% to 3.9%	45	10%	Increase 3% to 3.9%	51	11%
Increased 4% to 4.9%	36	8%	Increase 4% to 4.9%	35	7%
Increased 5% to 6.9%	49	10%	Increase 5% to 6.9%	56	12%
Increased 7% to 9.9%	32	7%	Increase 7% to 9.9%	36	8%
Increased 10% to 14.9%	51	11%	Increase 10% to 14.9%	47	10%
Increased 15% to 19.9%	18	4%	Increase 15% to 19.9%	18	4%
Increased 20% to 24.9%	14	3%	Increase 20% to 24.9%	13	3%
Increased 25% to 29.9%	7	1%	Increase 25% to 29.9%	4	1%
Increased 30% or greater	23	5%	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)	27	6%	196,800	250,000	300,000	247,400
Portfolio Manager	35	7%	180,000	220,000	264,000	224,468
Program Manager	85	18%	156,000	207,000	252,000	214,847
Project Manager III	140	30%	144,000	176,000	219,000	183,897
Project Manager II	113	24%	112,115	150,000	196,800	158,869
Project Manager I	37	8%	98,000	132,000	175,309	136,195
Project Management Specialist	20	4%	73,500	114,000	177,000	129,425
Project Management Consultant	13	3%	134,000	180,000	226,800	188,958

## 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	1%	--	--	--	--
5 < 10 years	74	16%	90,000	131,000	162,000	142,863
10 < 15 years	150	32%	132,000	169,000	213,416	175,562
15 < 20 years	101	21%	140,694	180,000	245,000	201,368
20 years or more	140	30%	155,100	199,900	240,000	206,347



## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	87	20%	120,000	144,000	210,000	169,069
1 to 5 years	267	60%	130,000	172,026	220,000	181,531
6 years or more	92	21%	160,800	200,000	239,040	206,427
<b>EXTREME PROJECT MANAGEMENT</b>						
None	288	67%	120,000	173,577	225,500	180,981
1 to 5 years	90	21%	139,000	168,000	211,166	180,526
6 years or more	53	12%	151,800	204,000	277,500	218,810
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	98	22%	131,500	160,000	240,000	184,856
1 to 5 years	168	38%	120,000	155,500	214,248	168,977
6 years or more	175	40%	152,000	192,000	240,000	200,774
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	284	67%	130,000	180,000	223,500	185,813
1 to 5 years	89	21%	134,000	161,000	207,000	171,948
6 years or more	52	12%	144,000	199,000	240,000	200,087
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	168	38%	115,000	150,000	203,750	162,936
1 to 5 years	185	42%	144,000	180,000	220,000	186,229
6 years or more	91	20%	180,000	204,000	275,000	219,384
<b>PROGRAM MANAGEMENT</b>						
None	118	27%	107,250	140,000	180,000	148,678
1 to 5 years	220	49%	142,040	180,000	229,500	189,445
6 years or more	107	24%	156,000	200,000	260,000	217,290
<b>EARNED VALUE MANAGEMENT</b>						
None	159	36%	120,000	159,600	220,000	174,916
1 to 5 years	161	37%	136,500	170,000	220,000	180,556
6 years or more	117	27%	150,000	198,000	240,000	202,909
<b>LEAN PROJECT MANAGEMENT</b>						
None	205	46%	126,400	168,000	220,000	178,496
1 to 5 years	181	41%	129,000	180,000	220,000	183,705
6 years or more	55	12%	150,000	186,000	250,000	204,417
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	186	43%	120,000	172,590	234,500	182,830
1 to 5 years	147	34%	126,000	161,000	205,000	170,215
6 years or more	103	24%	150,000	198,000	240,000	205,751
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	50	11%	109,500	153,300	214,000	172,183
1 to 5 years	123	28%	108,000	141,387	191,000	154,498
6 years or more	270	61%	150,000	194,000	240,000	199,042
<b>RISK MANAGEMENT</b>						
None	38	9%	84,750	138,000	214,500	152,127
1 to 5 years	158	35%	119,580	148,500	201,000	160,388
6 years or more	251	56%	152,000	195,000	240,000	204,794
<b>CHANGE MANAGEMENT</b>						
None	28	6%	87,725	144,000	208,750	155,463
1 to 5 years	188	42%	120,000	155,500	204,000	166,364
6 years or more	232	52%	150,000	198,000	240,000	203,116
<b>RESOURCE MANAGEMENT</b>						
None	47	11%	102,000	123,000	188,000	151,335
1 to 5 years	167	38%	115,000	150,000	193,000	158,702
6 years or more	231	52%	160,000	200,000	240,000	208,434

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	14	3%	71,000	82,500	126,000	106,571
3 < 5 years	55	12%	85,200	120,000	156,000	132,058
5 < 10 years	192	41%	132,000	168,500	220,000	181,357
10 < 15 years	112	24%	145,500	189,000	230,000	196,381
15 < 20 years	64	14%	180,000	200,000	247,500	213,320
20 years or more	33	7%	168,000	210,000	256,032	222,945

### Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	17	4%	141,000	180,000	220,000	182,076
Some college or Associate's degree	8	2%	--	--	--	--
4-year college degree	20	4%	114,000	170,000	214,500	166,950
Master's degree	331	70%	130,000	172,026	220,000	180,393
Doctoral degree	94	20%	143,347	180,000	240,000	200,272

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	87	19%	120,000	168,000	220,000	179,371
No degree in PM	381	81%	132,000	180,000	225,000	185,459

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	372	79%	144,250	180,000	233,000	194,128
PMP for less than 1 year	4	1%	--	--	--	--
PMP for 1 < 5 years	189	52%	130,510	168,000	213,832	178,029
PMP for 5 < 10 years	108	30%	167,400	200,000	247,500	214,535
PMP for 10 < 20 years	63	17%	152,400	208,000	260,000	211,268
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP certification	98	21%	91,125	135,500	180,000	146,577

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	176	38%	140,000	180,000	220,000	187,040
5 to 9 days	167	36%	132,000	180,000	230,000	189,046
10 days or more	119	26%	128,000	168,000	220,000	176,725

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	353	77%	144,000	180,000	240,000	192,940
Female	106	23%	107,500	142,694	180,500	152,994

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	28	6%	146,250	180,500	257,500	205,059
Consulting	29	6%	150,000	220,000	255,000	213,663
Customer Service/Public Relations	4	1%	--	--	--	--
Engineering	20	4%	141,750	158,500	248,500	187,900
Finance	8	2%	--	--	--	--
Human Resources	4	1%	--	--	--	--
Information Technology/Information Systems	137	29%	141,000	180,000	232,000	188,938
Operations/Manufacturing	10	2%	111,000	123,900	203,100	148,680
Project Management Department or PMO	166	35%	120,000	165,600	207,000	171,545
Quality Management	6	1%	--	--	--	--
Research and Development	29	6%	116,000	170,000	215,000	174,995
Sales/Marketing	10	2%	135,750	165,000	208,500	190,436
Supply Chain Management/Logistics	7	1%	--	--	--	--
Training/Education	--	*	--	--	--	--
Other	12	3%	130,750	164,000	247,500	186,875

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	5	1%	--	--	--	--
Business services	5	1%	--	--	--	--
Construction	13	3%	114,000	200,000	285,000	211,851
Consulting	28	6%	150,150	215,000	249,900	210,436
Engineering	28	6%	120,750	153,000	215,000	168,983
Financial services	71	15%	150,000	188,000	220,000	185,465
Food and beverage	6	1%	--	--	--	--
Government	2	*	--	--	--	--
Healthcare	15	3%	140,400	180,000	262,000	199,960
Information technology	180	38%	120,000	172,590	216,000	174,564
Insurance	3	1%	--	--	--	--
Legal	2	*	--	--	--	--
Manufacturing	26	6%	118,000	155,500	237,000	183,662
Pharmaceuticals	11	2%	130,000	208,000	269,448	206,313
Real estate	5	1%	--	--	--	--
Resources (Agriculture, Mining, etc.)	2	*	--	--	--	--
Telecommunications	44	9%	127,850	158,000	185,500	170,673
Training/education	6	1%	--	--	--	--
Utility	2	*	--	--	--	--
Other	16	3%	136,500	165,000	232,000	191,448

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	151	32%	144,000	180,000	236,160	190,618
Construction	29	6%	112,000	155,000	250,000	195,699
Engineering	66	14%	127,950	158,500	219,500	185,138
Information Technology	320	68%	140,347	180,000	220,000	186,003
Manufacturing	29	6%	120,000	156,000	240,000	184,466
Operations	91	19%	135,000	173,153	220,000	182,124
Quality Management	34	7%	131,500	180,000	228,500	183,739
Regulatory Compliance	61	13%	150,000	180,000	220,000	190,587
Research & Development	60	13%	132,750	169,000	220,000	184,127
Supply Chain Management/Logistics	32	7%	114,000	143,000	240,000	174,302
Other	28	6%	103,000	128,000	181,500	144,719

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	29	6%	122,500	180,000	240,000	183,305
100 to 299	30	6%	126,000	168,000	225,000	179,239
300 to 999	49	10%	118,000	192,000	233,080	190,481
1,000 to 2,499	28	6%	152,700	215,000	243,000	204,889
2,500 to 4,999	36	8%	120,000	172,700	224,500	178,564
5,000 to 9,999	50	11%	137,500	174,500	224,000	183,992
10,000 or more	248	53%	132,750	172,590	216,000	182,213

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	34	9%	104,750	150,000	238,500	172,126
5-9 people	126	33%	120,000	155,500	207,750	169,626
10-14 people	99	26%	140,000	180,000	220,000	186,845
15-19 people	31	8%	144,000	179,581	210,000	189,686
20 or more people	96	25%	168,500	204,500	247,500	215,374

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	52	12%	90,000	132,000	178,000	147,137
\$100,000 to \$499,999	126	30%	125,250	172,577	220,000	176,233
\$500,000 to \$999,999	82	20%	144,000	183,000	231,000	189,045
\$1 million to \$10 million	119	29%	150,000	180,000	220,000	194,784
More than \$10 million	38	9%	151,050	226,000	303,000	233,773

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	133	29%
Yes - Informal	176	38%
No	119	26%
Don't Know	36	8%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	65	21%
Yes - Informal	148	48%
No	55	18%
Don't Know	42	14%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	214	47%
Yes - Informal	127	28%
No	93	20%
Don't Know	23	5%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	18	4%	31	7%	419	90%
Director of Project Management Office (PMO)	2	8%	2	8%	22	88%
Portfolio Manager	1	3%	2	6%	32	91%
Program Manager	7	8%	8	10%	71	85%
Project Manager III	2	1%	6	4%	130	94%
Project Manager II	5	4%	9	8%	99	88%
Project Manager I	1	3%	2	5%	34	92%
Project Management Specialist	--	*	--	*	20	100%
Project Management Consultant	--	*	2	15%	11	85%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	27%	353	76%	241	52%
Director of Project Management Office (PMO)	17	65%	22	85%	16	62%
Portfolio Manager	11	31%	28	80%	16	46%
Program Manager	26	31%	68	80%	50	59%
Project Manager III	39	28%	106	76%	67	48%
Project Manager II	19	17%	83	74%	59	53%
Project Manager I	6	16%	24	65%	20	54%
Project Management Specialist	3	15%	12	60%	8	40%
Project Management Consultant	4	31%	10	77%	5	38%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	449	21.6	455	24.6
Director of Project Management Office (PMO)	26	22.7	26	26.0
Portfolio Manager	35	20.9	35	23.7
Program Manager	84	21.5	81	24.9
Project Manager III	130	21.8	134	24.2
Project Manager II	108	21.0	111	24.2
Project Manager I	34	22.2	36	27.3
Project Management Specialist	19	21.6	20	23.4
Project Management Consultant	13	21.8	12	24.2

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	111	24%	54	12%	37	8%
Director of Project Management Office (PMO)	5	20%	3	12%	3	12%
Portfolio Manager	4	11%	6	17%	3	9%
Program Manager	26	31%	8	9%	7	8%
Project Manager III	31	23%	16	12%	10	7%
Project Manager II	27	24%	11	10%	9	8%
Project Manager I	12	33%	6	17%	3	8%
Project Management Specialist	4	21%	1	5%	2	11%
Project Management Consultant	2	15%	3	23%	--	*

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	464	40.1	462	44.3
Director of Project Management Office (PMO)	26	40.4	26	46.6
Portfolio Manager	35	40.1	34	46.4
Program Manager	85	40.4	85	46.4
Project Manager III	139	40.0	139	43.9
Project Manager II	112	40.0	111	43.3
Project Manager I	35	40.5	35	41.9
Project Management Specialist	19	39.6	19	42.0
Project Management Consultant	13	39.4	13	41.9

## Annualized Salary by Position Description - Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	4	4%	--	--	--	--
Portfolio Manager	9	10%	--	--	--	--
Program Manager	14	16%	177,000	245,000	300,262	249,079
Project Manager III	35	39%	143,770	210,000	244,000	196,782
Project Manager II	18	20%	120,000	200,000	231,500	193,163
Project Manager I	4	4%	--	--	--	--
Project Management Specialist	1	1%	--	--	--	--
Project Management Consultant	4	4%	--	--	--	--

## Annualized Salary by Position Description - Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	23	6%	200,000	250,000	300,000	255,643
Portfolio Manager	26	7%	180,000	210,000	268,075	224,822
Program Manager	71	19%	152,000	200,000	250,000	208,097
Project Manager III	105	28%	144,000	168,000	204,500	179,602
Project Manager II	95	25%	105,000	141,387	180,000	152,371
Project Manager I	33	9%	96,000	120,000	155,000	125,249
Project Management Specialist	19	5%	72,000	108,000	180,000	129,921
Project Management Consultant	9	2%	--	--	--	--

# Portugal

Total Compensation (in European Union Euros)					
COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	340	30,000	40,000	50,328	42,900
Total Compensation	340	34,275	45,000	58,000	47,959

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	4	1%
Remained the same	164	48%	Remain the same	119	35%
Increased less than 1%	12	4%	Increase less than 1%	15	4%
Increased 1% to 2.9%	45	13%	Increase 1% to 2.9%	69	20%
Increased 3% to 3.9%	22	6%	Increase 3% to 3.9%	28	8%
Increased 4% to 4.9%	13	4%	Increase 4% to 4.9%	18	5%
Increased 5% to 6.9%	13	4%	Increase 5% to 6.9%	28	8%
Increased 7% to 9.9%	15	4%	Increase 7% to 9.9%	13	4%
Increased 10% to 14.9%	20	6%	Increase 10% to 14.9%	30	9%
Increased 15% to 19.9%	7	2%	Increase 15% to 19.9%	3	1%
Increased 20% to 24.9%	9	3%	Increase 20% to 24.9%	8	2%
Increased 25% to 29.9%	5	1%	Increase 25% to 29.9%	1	*
Increased 30% or greater	6	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)	30	9%	29,026	40,850	53,250	46,541
Portfolio Manager	17	5%	41,000	51,800	64,619	54,037
Program Manager	76	22%	38,000	45,000	56,000	48,767
Project Manager III	82	24%	35,000	40,000	55,250	44,268
Project Manager II	74	22%	26,300	35,000	45,750	36,449
Project Manager I	26	8%	27,250	33,800	42,126	34,689
Project Management Specialist	12	4%	28,500	35,500	48,750	38,583
Project Management Consultant	23	7%	25,000	35,000	55,000	37,947

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	2	1%	--	--	--	--
5 < 10 years	22	6%	25,000	28,500	35,000	30,046
10 < 15 years	76	22%	28,000	34,500	44,925	36,777
15 < 20 years	68	20%	35,000	40,000	50,743	43,444
20 years or more	170	50%	35,863	45,000	59,200	47,612

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	91	29%	28,000	40,000	50,397	42,389
1 to 5 years	166	53%	30,750	40,000	50,000	42,518
6 years or more	56	18%	33,320	40,000	55,000	44,441
<b>EXTREME PROJECT MANAGEMENT</b>						
None	225	73%	30,000	40,000	50,060	42,746
1 to 5 years	52	17%	30,807	39,600	46,750	39,905
6 years or more	30	10%	38,000	47,500	60,000	50,272
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	87	28%	30,131	40,000	54,000	43,272
1 to 5 years	107	34%	28,284	36,500	48,000	38,474
6 years or more	117	38%	35,000	44,000	57,500	47,120
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	198	66%	30,633	40,000	50,398	42,325
1 to 5 years	62	21%	32,375	42,000	50,000	42,111
6 years or more	40	13%	35,750	43,833	60,000	50,664
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	124	39%	29,138	37,050	48,898	39,548
1 to 5 years	115	37%	29,900	38,000	46,000	40,033
6 years or more	75	24%	39,200	50,000	60,000	52,070
<b>PROGRAM MANAGEMENT</b>						
None	91	29%	27,300	33,600	45,000	37,012
1 to 5 years	126	40%	30,000	39,975	50,000	42,172
6 years or more	99	31%	39,200	47,000	60,000	49,573
<b>EARNED VALUE MANAGEMENT</b>						
None	83	26%	28,000	37,500	48,000	39,981
1 to 5 years	125	39%	31,000	40,000	49,098	40,491
6 years or more	109	34%	35,000	43,120	60,000	48,632
<b>LEAN PROJECT MANAGEMENT</b>						
None	161	52%	30,000	39,200	50,000	41,069
1 to 5 years	104	33%	29,925	40,000	50,090	41,894
6 years or more	46	15%	38,929	46,000	63,000	53,371
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	150	49%	30,783	39,340	50,000	41,895
1 to 5 years	92	30%	30,000	40,000	49,750	40,960
6 years or more	67	22%	33,227	45,000	60,000	47,945
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	68	21%	28,463	40,850	55,750	44,522
1 to 5 years	83	26%	28,000	35,174	45,000	37,261
6 years or more	168	53%	35,000	42,502	55,000	45,369
<b>RISK MANAGEMENT</b>						
None	44	14%	25,000	31,131	41,925	35,930
1 to 5 years	132	42%	30,000	37,300	49,173	39,414
6 years or more	140	44%	36,600	45,000	60,000	48,604
<b>CHANGE MANAGEMENT</b>						
None	38	12%	25,000	34,500	40,500	36,118
1 to 5 years	122	39%	29,750	38,275	50,000	39,414
6 years or more	151	49%	35,000	45,000	59,800	48,057
<b>RESOURCE MANAGEMENT</b>						
None	25	8%	28,142	35,000	42,500	36,633
1 to 5 years	117	37%	29,275	37,200	47,000	38,320
6 years or more	175	55%	33,227	45,000	57,000	47,088



### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	11	3%	22,000	26,400	40,000	30,600
3 < 5 years	27	8%	25,000	29,550	40,000	33,147
5 < 10 years	109	32%	30,000	37,000	45,000	37,402
10 < 15 years	105	31%	32,864	40,000	54,500	43,878
15 < 20 years	59	17%	40,000	50,000	63,000	53,730
20 years or more	29	9%	40,000	50,000	62,980	51,739

### Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	11	3%	35,000	45,000	56,000	48,546
Some college or Associate's degree	11	3%	27,720	49,000	60,000	44,333
4-year college degree	52	15%	30,500	39,350	50,000	40,579
Master's degree	229	67%	30,000	40,000	50,000	42,618
Doctoral degree	37	11%	36,400	45,000	55,000	45,803

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	100	29%	26,805	39,600	50,298	41,493
No degree in PM	240	71%	32,223	40,000	50,330	43,486

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	286	84%	32,875	40,500	53,484	44,128
PMP for less than 1 year	4	1%	--	--	--	--
PMP for 1 < 5 years	122	44%	29,975	35,750	47,000	39,000
PMP for 5 < 10 years	105	38%	38,000	45,000	55,150	47,619
PMP for 10 < 20 years	47	17%	39,200	47,000	60,000	49,918
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP certification	54	16%	25,000	34,500	43,500	36,398

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	138	41%	30,633	40,000	50,030	42,469
5 to 9 days	87	26%	35,000	40,000	55,000	44,328
10 days or more	112	33%	29,638	40,000	52,984	42,731

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	261	80%	32,250	40,000	53,656	43,961
Female	65	20%	27,250	37,500	49,550	38,600

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	46	14%	31,533	43,752	59,000	45,836
Consulting	33	10%	25,500	35,000	46,000	39,844
Customer Service/Public Relations	2	1%	--	--	--	--
Engineering	37	11%	33,065	42,500	50,199	43,023
Finance	9	3%	--	--	--	--
Human Resources	1	*	--	--	--	--
Information Technology/Information Systems	84	25%	35,725	46,500	55,000	46,222
Operations/Manufacturing	10	3%	37,500	44,850	58,250	45,953
Project Management Department or PMO	98	29%	28,213	36,159	45,700	38,380
Quality Management	2	1%	--	--	--	--
Research and Development	3	1%	--	--	--	--
Sales/Marketing	6	2%	--	--	--	--
Supply Chain Management/Logistics	--	*	--	--	--	--
Training/Education	--	*	--	--	--	--
Other	9	3%	--	--	--	--

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	6	2%	--	--	--	--
Business services	2	1%	--	--	--	--
Construction	15	4%	25,000	33,600	40,000	36,851
Consulting	42	12%	24,579	33,614	45,000	35,320
Engineering	30	9%	31,500	40,850	61,250	46,602
Financial services	28	8%	35,000	46,500	60,000	47,575
Food and beverage	4	1%	--	--	--	--
Government	4	1%	--	--	--	--
Healthcare	7	2%	--	--	--	--
Information technology	86	25%	30,000	37,248	46,250	39,303
Insurance	3	1%	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	14	4%	28,000	39,275	71,250	51,682
Pharmaceuticals	7	2%	--	--	--	--
Real estate	2	1%	--	--	--	--
Resources (Agriculture, Mining, etc.)	4	1%	--	--	--	--
Telecommunications	56	16%	36,675	46,300	56,000	47,534
Training/education	2	1%	--	--	--	--
Utility	6	2%	--	--	--	--
Other	22	6%	32,098	41,000	55,000	42,783

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	108	32%	35,000	42,731	56,000	45,717
Construction	53	16%	30,000	45,000	62,500	48,483
Engineering	82	24%	31,500	44,350	56,000	47,088
Information Technology	213	63%	32,000	40,000	50,000	42,018
Manufacturing	19	6%	28,000	40,000	50,000	43,321
Operations	64	19%	35,000	45,207	57,500	46,933
Quality Management	24	7%	29,125	44,850	59,750	49,018
Regulatory Compliance	25	7%	39,000	48,000	59,500	48,603
Research & Development	21	6%	28,142	41,000	59,500	45,696
Supply Chain Management/Logistics	20	6%	35,000	43,731	53,030	50,154
Other	19	6%	30,000	40,000	53,312	43,154

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	55	16%	26,000	33,600	45,000	38,749
100 to 299	38	11%	24,943	36,500	51,743	41,761
300 to 999	53	16%	25,600	38,000	46,000	38,415
1,000 to 2,499	51	15%	33,600	41,700	48,000	40,544
2,500 to 4,999	29	9%	31,900	45,000	56,500	44,655
5,000 to 9,999	31	9%	38,000	47,000	60,000	49,867
10,000 or more	83	24%	35,000	44,700	53,312	47,269

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	56	19%	30,033	37,698	49,750	39,500
5-9 people	119	41%	30,000	39,200	49,100	42,974
10-14 people	53	18%	35,000	42,000	54,500	45,841
15-19 people	22	8%	32,138	47,500	62,500	50,353
20 or more people	40	14%	34,250	46,000	55,000	44,887

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	51	17%	25,000	37,396	49,100	37,972
\$100,000 to \$499,999	107	36%	30,000	38,000	49,197	41,327
\$500,000 to \$999,999	50	17%	32,783	43,850	54,383	43,879
\$1 million to \$10 million	77	26%	34,000	40,000	55,500	45,985
More than \$10 million	16	5%	36,100	55,000	73,608	55,264

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	80	24%
Yes - Informal	132	39%
No	108	32%
Don't Know	17	5%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	50	24%
Yes - Informal	111	53%
No	33	16%
Don't Know	15	7%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	106	32%
Yes - Informal	123	37%
No	85	25%
Don't Know	20	6%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	15	4%	12	4%	312	92%
Director of Project Management Office (PMO)	1	3%	--	*	29	97%
Portfolio Manager	1	6%	--	*	16	94%
Program Manager	3	4%	5	7%	68	89%
Project Manager III	4	5%	1	1%	77	94%
Project Manager II	5	7%	3	4%	66	89%
Project Manager I	--	*	3	12%	22	88%
Project Management Specialist	1	8%	--	*	11	92%
Project Management Consultant	--	*	--	*	23	100%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	41%	274	81%	157	46%
Director of Project Management Office (PMO)	17	59%	27	93%	11	38%
Portfolio Manager	13	76%	17	100%	8	47%
Program Manager	39	51%	64	84%	43	57%
Project Manager III	33	40%	67	82%	39	48%
Project Manager II	20	27%	60	81%	30	41%
Project Manager I	6	24%	15	60%	11	44%
Project Management Specialist	4	33%	8	67%	4	33%
Project Management Consultant	5	22%	16	70%	11	48%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	318	20.9	296	22.2
Director of Project Management Office (PMO)	28	21.4	26	24.6
Portfolio Manager	16	19.2	15	19.3
Program Manager	71	20.0	69	21.9
Project Manager III	77	22.0	68	22.2
Project Manager II	72	21.0	67	21.9
Project Manager I	22	19.8	21	19.2
Project Management Specialist	10	17.8	9	22.1
Project Management Consultant	22	23.2	21	26.0

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	81	24%	75	23%	25	8%
Director of Project Management Office (PMO)	7	25%	6	21%	1	4%
Portfolio Manager	1	6%	4	24%	2	12%
Program Manager	21	28%	18	24%	4	5%
Project Manager III	21	27%	22	28%	8	10%
Project Manager II	22	30%	17	23%	4	5%
Project Manager I	5	20%	2	8%	1	4%
Project Management Specialist	--	*	2	18%	4	36%
Project Management Consultant	4	17%	4	17%	1	4%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	339	39.3	335	45.2
Director of Project Management Office (PMO)	30	38.9	30	47.2
Portfolio Manager	17	40.6	17	49.6
Program Manager	76	39.3	74	46.5
Project Manager III	82	39.5	82	44.7
Project Manager II	73	39.1	72	43.8
Project Manager I	26	39.5	25	43.4
Project Management Specialist	12	38.8	12	43.5
Project Management Consultant	23	39.0	23	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)	3	5%	--	--	--	--
Portfolio Manager	4	7%	--	--	--	--
Program Manager	12	20%	38,000	47,500	80,000	55,719
Project Manager III	11	18%	30,000	39,000	50,000	40,545
Project Manager II	12	20%	27,050	39,781	49,250	38,920
Project Manager I	5	8%	--	--	--	--
Project Management Specialist	4	7%	--	--	--	--
Project Management Consultant	10	16%	31,250	42,500	60,000	45,400

## Annualized Salary by Position Description - Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	27	10%	26,104	40,000	50,000	43,008
Portfolio Manager	13	5%	40,000	50,400	67,500	54,680
Program Manager	64	23%	38,300	45,000	56,000	47,463
Project Manager III	71	25%	35,000	40,000	56,000	44,845
Project Manager II	62	22%	25,750	34,500	45,150	35,971
Project Manager I	21	8%	26,500	33,227	42,000	33,616
Project Management Specialist	8	3%	--	--	--	--
Project Management Consultant	13	5%	22,500	26,000	42,000	32,213

# Qatar

## Total Compensation (in Qatari Riyals)

COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	283	204,000	300,000	427,000	327,442
Total Compensation	283	228,000	336,000	500,000	373,802

## 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	10	4%
Remained the same	159	56%	Remain the same	121	43%
Increased less than 1%	11	4%	Increase less than 1%	12	4%
Increased 1% to 2.9%	21	7%	Increase 1% to 2.9%	16	6%
Increased 3% to 3.9%	17	6%	Increase 3% to 3.9%	16	6%
Increased 4% to 4.9%	12	4%	Increase 4% to 4.9%	22	8%
Increased 5% to 6.9%	16	6%	Increase 5% to 6.9%	22	8%
Increased 7% to 9.9%	5	2%	Increase 7% to 9.9%	9	3%
Increased 10% to 14.9%	13	5%	Increase 10% to 14.9%	22	8%
Increased 15% to 19.9%	1	*	Increase 15% to 19.9%	12	4%
Increased 20% to 24.9%	5	2%	Increase 20% to 24.9%	9	3%
Increased 25% to 29.9%	4	1%	Increase 25% to 29.9%	3	1%
Increased 30% or greater	10	4%	Increase 30% or greater	9	3%

## Annualized Salary by Position Description

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	9	3%	--	--	--	--
Portfolio Manager	8	3%	--	--	--	--
Program Manager	30	11%	225,000	348,000	470,000	362,180
Project Manager III	46	16%	288,000	360,000	459,330	378,539
Project Manager II	40	14%	240,000	312,000	438,364	338,159
Project Manager I	64	23%	150,000	240,000	360,000	261,195
Project Management Specialist	60	21%	192,000	249,400	328,500	277,961
Project Management Consultant	26	9%	205,500	348,000	450,000	343,900

## 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	1%	--	--	--	--
5 < 10 years	39	14%	126,000	183,672	240,000	197,101
10 < 15 years	70	25%	196,500	266,691	336,000	285,930
15 < 20 years	82	29%	240,000	360,000	450,000	363,626
20 years or more	87	31%	290,000	368,460	500,000	389,514

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	109	44%	174,000	300,000	429,000	321,883
1 to 5 years	89	36%	228,300	300,000	404,000	323,237
6 years or more	50	20%	214,500	300,000	485,000	359,332
<b>EXTREME PROJECT MANAGEMENT</b>						
None	123	49%	180,000	300,000	447,600	331,915
1 to 5 years	61	24%	195,000	324,000	432,000	321,680
6 years or more	65	26%	229,500	300,000	450,000	341,229
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	71	27%	180,000	276,000	400,000	302,283
1 to 5 years	89	34%	191,000	300,000	420,000	315,284
6 years or more	102	39%	240,000	360,000	480,000	368,250
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	151	61%	180,000	300,000	427,000	324,490
1 to 5 years	52	21%	240,000	327,000	393,250	327,255
6 years or more	44	18%	240,000	300,000	480,000	366,879
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	116	46%	181,500	288,000	415,000	311,563
1 to 5 years	81	32%	186,836	300,000	400,000	316,688
6 years or more	57	22%	240,000	400,000	500,000	391,740
<b>PROGRAM MANAGEMENT</b>						
None	69	27%	159,000	270,000	398,000	293,151
1 to 5 years	94	37%	205,350	288,000	394,200	312,895
6 years or more	89	35%	240,000	370,000	490,000	376,156
<b>EARNED VALUE MANAGEMENT</b>						
None	54	21%	166,500	288,000	411,000	301,505
1 to 5 years	95	37%	192,000	288,000	400,000	312,647
6 years or more	108	42%	240,000	330,000	480,000	360,475
<b>LEAN PROJECT MANAGEMENT</b>						
None	109	44%	180,000	288,000	420,000	319,080
1 to 5 years	89	36%	240,000	336,000	448,800	351,540
6 years or more	49	20%	213,000	300,000	474,660	339,329
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	97	39%	204,000	300,000	433,800	331,986
1 to 5 years	85	35%	186,836	312,000	400,000	309,006
6 years or more	64	26%	235,590	342,000	480,000	363,914
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	120	49%	193,000	324,000	446,821	337,106
1 to 5 years	61	25%	195,000	276,000	398,000	307,369
6 years or more	66	27%	225,000	300,000	462,330	341,725
<b>RISK MANAGEMENT</b>						
None	28	11%	154,500	240,600	399,000	280,086
1 to 5 years	124	47%	180,000	260,691	368,750	287,284
6 years or more	111	42%	245,400	368,460	500,000	388,962
<b>CHANGE MANAGEMENT</b>						
None	32	13%	154,500	240,000	336,000	259,189
1 to 5 years	107	42%	192,000	276,000	372,000	294,658
6 years or more	116	45%	240,000	364,230	500,000	380,551
<b>RESOURCE MANAGEMENT</b>						
None	20	8%	132,900	204,900	333,000	234,920
1 to 5 years	85	33%	181,836	269,382	371,000	293,506
6 years or more	155	60%	240,000	360,000	480,000	362,895

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	12	4%	140,000	227,400	330,000	230,333
3 < 5 years	28	10%	170,140	282,000	333,000	267,806
5 < 10 years	88	31%	162,000	240,000	360,000	276,912
10 < 15 years	100	35%	240,000	324,000	466,990	353,182
15 < 20 years	28	10%	306,000	367,500	454,500	390,357
20 years or more	27	10%	300,000	450,000	571,800	436,556

### 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	9	3%	--	--	--	--
4-year college degree	148	52%	180,000	258,000	367,595	292,168
Master's degree	115	41%	240,000	360,000	480,000	371,633
Doctoral degree	8	3%	--	--	--	--

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	63	22%	198,000	340,000	480,000	367,073
No degree in PM	219	78%	204,000	300,000	400,000	315,536

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	229	81%	228,000	300,000	444,000	332,943
PMP for less than 1 year	3	1%	--	--	--	--
PMP for 1 < 5 years	122	55%	177,000	240,000	345,000	276,159
PMP for 5 < 10 years	78	35%	300,000	371,000	500,000	395,959
PMP for 10 < 20 years	18	8%	396,000	463,800	603,000	479,533
PMP for 20+ years	1	*	--	--	--	--
Do not have a PMP certification	54	19%	179,140	252,000	405,000	304,114

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	149	54%	204,000	320,000	429,000	331,667
5 to 9 days	49	18%	235,500	300,000	400,000	328,951
10 days or more	77	28%	194,000	300,000	453,000	324,771

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	245	92%	202,000	300,000	432,500	327,854
Female	20	8%	195,630	252,000	390,000	321,576



## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	23	8%	240,000	300,000	444,485	327,558
Consulting	26	9%	200,250	300,000	405,000	315,274
Customer Service/Public Relations	--	*	--	--	--	--
Engineering	60	21%	151,500	240,000	360,000	275,264
Finance	1	*	--	--	--	--
Human Resources	1	*	--	--	--	--
Information Technology/Information Systems	31	11%	210,000	288,000	408,000	319,081
Operations/Manufacturing	11	4%	336,000	420,000	500,000	426,273
Project Management Department or PMO	118	42%	228,450	324,000	450,000	342,577
Quality Management	2	1%	--	--	--	--
Research and Development	1	*	--	--	--	--
Sales/Marketing	1	*	--	--	--	--
Supply Chain Management/Logistics	--	*	--	--	--	--
Training/Education	--	*	--	--	--	--
Other	8	3%	--	--	--	--

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	7	2%	--	--	--	--
Business services	--	*	--	--	--	--
Construction	102	36%	182,754	276,000	391,500	303,541
Consulting	37	13%	196,000	300,000	534,000	353,278
Engineering	37	13%	165,000	276,000	408,000	302,125
Financial services	2	1%	--	--	--	--
Food and beverage	--	*	--	--	--	--
Government	15	5%	214,800	252,000	300,000	272,847
Healthcare	10	4%	271,500	336,000	425,000	346,800
Information technology	22	8%	208,500	348,000	462,330	338,225
Insurance	--	*	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	3	1%	--	--	--	--
Pharmaceuticals	--	*	--	--	--	--
Real estate	5	2%	--	--	--	--
Resources (Agriculture, Mining, etc.)	16	6%	365,865	400,000	500,000	404,884
Telecommunications	9	3%	--	--	--	--
Training/education	1	*	--	--	--	--
Utility	3	1%	--	--	--	--
Other	14	5%	229,000	351,000	451,500	341,157

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	27	10%	210,000	290,000	400,000	326,693
Construction	183	65%	196,000	300,000	420,000	321,475
Engineering	96	34%	196,500	300,000	456,000	337,948
Information Technology	55	19%	228,000	300,000	469,320	339,104
Manufacturing	12	4%	210,000	330,000	489,000	345,667
Operations	40	14%	243,000	380,500	500,000	389,810
Quality Management	20	7%	192,000	300,000	360,000	313,090
Regulatory Compliance	17	6%	234,000	300,000	428,000	332,659
Research & Development	11	4%	300,000	360,000	438,000	367,455
Supply Chain Management/Logistics	7	2%	--	--	--	--
Other	9	3%	--	--	--	--

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	29	10%	180,000	336,000	433,800	324,986
100 to 299	39	14%	240,000	288,000	408,000	316,272
300 to 999	65	23%	202,000	300,000	381,000	310,061
1,000 to 2,499	49	17%	180,000	300,000	400,000	323,562
2,500 to 4,999	24	8%	183,000	348,000	415,000	312,065
5,000 to 9,999	23	8%	207,000	360,000	480,000	350,565
10,000 or more	54	19%	203,350	343,000	485,000	358,256

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	27	12%	176,560	264,000	336,000	281,508
5-9 people	56	25%	240,000	306,000	433,500	324,285
10-14 people	34	15%	222,450	300,000	495,000	359,501
15-19 people	23	10%	212,520	330,000	420,000	318,913
20 or more people	82	37%	199,000	349,000	447,000	342,228

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	8	3%	--	--	--	--
\$100,000 to \$499,999	32	12%	160,500	204,000	294,000	245,340
\$500,000 to \$999,999	25	9%	227,400	288,000	375,000	302,544
\$1 million to \$10 million	77	29%	234,300	324,000	448,800	342,478
More than \$10 million	123	46%	228,000	360,000	480,000	352,273

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	50	18%
Yes - Informal	110	39%
No	90	32%
Don't Know	30	11%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	54	34%
Yes - Informal	88	56%
No	8	5%
Don't Know	8	5%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	100	36%
Yes - Informal	99	36%
No	57	21%
Don't Know	20	7%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	4	1%	4	1%	268	97%
Director of Project Management Office (PMO)	--	*	1	11%	8	89%
Portfolio Manager	1	13%	--	*	7	88%
Program Manager	--	*	1	3%	28	97%
Project Manager III	1	2%	--	*	44	98%
Project Manager II	1	3%	1	3%	39	98%
Project Manager I	1	2%	1	2%	61	97%
Project Management Specialist	--	*	--	*	57	100%
Project Management Consultant	--	*	--	*	24	100%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	59%	155	55%	94	33%
Director of Project Management Office (PMO)	6	67%	6	67%	3	33%
Portfolio Manager	7	88%	6	75%	2	25%
Program Manager	15	50%	19	63%	13	43%
Project Manager III	32	70%	29	63%	19	41%
Project Manager II	25	63%	23	58%	16	40%
Project Manager I	37	59%	34	54%	13	21%
Project Management Specialist	32	53%	28	47%	20	33%
Project Management Consultant	12	48%	10	40%	8	32%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	276	27.5	210	31.5
Director of Project Management Office (PMO)	9	24.3	7	29.6
Portfolio Manager	8	21.8	6	29.3
Program Manager	29	29.2	22	32.2
Project Manager III	43	27.4	38	30.4
Project Manager II	39	27.5	33	30.6
Project Manager I	62	26.4	47	31.9
Project Management Specialist	60	27.5	37	32.4
Project Management Consultant	26	31.1	20	33.0

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	57	21%	14	5%	13	5%
Director of Project Management Office (PMO)	1	11%	1	11%	--	*
Portfolio Manager	2	25%	--	*	--	*
Program Manager	5	17%	--	*	--	*
Project Manager III	12	27%	2	4%	--	*
Project Manager II	7	18%	2	5%	5	13%
Project Manager I	8	13%	4	7%	4	7%
Project Management Specialist	20	34%	2	3%	3	5%
Project Management Consultant	2	8%	3	12%	1	4%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	282	44.7	275	49.0
Director of Project Management Office (PMO)	9	40.2	8	46.1
Portfolio Manager	8	42.1	7	48.0
Program Manager	30	41.9	29	47.8
Project Manager III	46	45.4	46	50.6
Project Manager II	40	44.4	40	49.4
Project Manager I	64	46.0	62	50.2
Project Management Specialist	59	46.2	57	49.1
Project Management Consultant	26	43.6	26	45.5

## Annualized Salary by Position Description - Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	3	9%	--	--	--	--
Portfolio Manager	1	3%	--	--	--	--
Program Manager	7	22%	--	--	--	--
Project Manager III	4	13%	--	--	--	--
Project Manager II	3	9%	--	--	--	--
Project Manager I	4	13%	--	--	--	--
Project Management Specialist	5	16%	--	--	--	--
Project Management Consultant	5	16%	--	--	--	--

## Annualized Salary by Position Description - Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	6	2%	--	--	--	--
Portfolio Manager	7	3%	--	--	--	--
Program Manager	23	9%	228,000	336,000	460,000	359,296
Project Manager III	42	17%	249,900	360,000	459,330	376,352
Project Manager II	37	15%	246,000	324,000	432,243	336,421
Project Manager I	60	24%	150,000	240,000	367,500	266,008
Project Management Specialist	55	22%	196,000	252,000	330,000	283,528
Project Management Consultant	21	8%	213,660	360,000	465,000	358,130

# Russian Federation

Total Compensation (in Russian Rubles)					
COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	240	1,800,000	2,401,997	3,101,550	2,541,277
Total Compensation	240	2,152,500	2,786,000	3,713,500	3,037,153

Reported/Expected Change in Total Compensation over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	10	4%	Decrease	11	5%
Remained the same	75	31%	Remain the same	59	25%
Increased less than 1%	6	3%	Increase less than 1%	4	2%
Increased 1% to 2.9%	11	5%	Increase 1% to 2.9%	13	5%
Increased 3% to 3.9%	8	3%	Increase 3% to 3.9%	12	5%
Increased 4% to 4.9%	10	4%	Increase 4% to 4.9%	13	5%
Increased 5% to 6.9%	22	9%	Increase 5% to 6.9%	24	10%
Increased 7% to 9.9%	27	11%	Increase 7% to 9.9%	21	9%
Increased 10% to 14.9%	30	13%	Increase 10% to 14.9%	34	14%
Increased 15% to 19.9%	10	4%	Increase 15% to 19.9%	16	7%
Increased 20% to 24.9%	9	4%	Increase 20% to 24.9%	12	5%
Increased 25% to 29.9%	4	2%	Increase 25% to 29.9%	5	2%
Increased 30% or greater	18	8%	Increase 30% or greater	16	7%

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	18	8%	2,075,000	3,000,000	3,925,000	3,047,784
Portfolio Manager	18	8%	2,370,000	2,748,276	3,217,012	2,809,033
Program Manager	37	15%	1,817,942	2,300,000	3,086,100	2,528,102
Project Manager III	73	30%	1,872,500	2,500,000	3,240,000	2,601,219
Project Manager II	65	27%	1,720,000	2,369,000	3,000,000	2,338,883
Project Manager I	13	5%	1,175,000	2,040,000	2,490,000	1,877,815
Project Management Specialist	9	4%	--	--	--	--
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	--	*	--	--	--	--
3 < 5 years	3	1%	--	--	--	--
5 < 10 years	32	13%	1,357,500	2,020,000	2,445,000	2,043,276
10 < 15 years	67	28%	1,800,000	2,300,000	2,856,551	2,430,074
15 < 20 years	71	30%	2,100,000	2,640,000	3,117,000	2,710,482
20 years or more	67	28%	1,920,000	2,916,000	3,450,000	2,769,289

Annualized Salary by Technique Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	55	25%	1,600,000	2,100,000	3,000,000	2,320,132
1 to 5 years	128	58%	1,897,500	2,500,000	3,122,850	2,612,640
6 years or more	37	17%	2,180,000	2,500,000	3,100,000	2,689,841
<b>EXTREME PROJECT MANAGEMENT</b>						
None	117	54%	1,800,000	2,420,000	3,016,443	2,460,027
1 to 5 years	64	30%	1,884,000	2,300,000	2,976,000	2,497,357
6 years or more	34	16%	2,265,000	2,464,616	3,255,000	2,746,924
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	45	21%	1,552,304	2,400,000	3,200,000	2,512,836
1 to 5 years	80	37%	1,800,000	2,334,500	2,799,352	2,377,027
6 years or more	93	43%	1,960,000	2,500,000	3,162,400	2,680,039
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	127	60%	1,800,000	2,420,000	3,032,886	2,536,920
1 to 5 years	54	25%	1,854,000	2,400,000	3,000,000	2,490,460
6 years or more	32	15%	1,685,000	2,337,930	3,000,000	2,436,040
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	113	52%	1,694,675	2,200,000	3,000,000	2,389,404
1 to 5 years	69	32%	2,070,000	2,482,764	3,000,000	2,634,584
6 years or more	36	17%	2,115,000	2,958,000	3,645,000	2,846,121
<b>PROGRAM MANAGEMENT</b>						
None	82	37%	1,600,000	2,160,000	3,000,000	2,347,800
1 to 5 years	95	43%	1,920,000	2,430,000	3,000,000	2,525,448
6 years or more	42	19%	2,025,000	2,550,820	3,765,000	2,921,720
<b>EARNED VALUE MANAGEMENT</b>						
None	63	29%	1,655,172	2,100,000	3,117,000	2,346,677
1 to 5 years	94	43%	1,980,000	2,410,000	3,000,000	2,559,167
6 years or more	62	28%	2,160,000	2,729,040	3,225,000	2,783,614
<b>LEAN PROJECT MANAGEMENT</b>						
None	116	53%	1,800,000	2,410,000	3,041,400	2,559,850
1 to 5 years	73	33%	1,800,000	2,400,000	2,808,276	2,371,986
6 years or more	30	14%	2,055,000	2,950,000	3,615,000	2,894,725
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	72	33%	1,613,793	2,384,500	3,200,000	2,505,247
1 to 5 years	72	33%	1,800,000	2,290,000	2,728,560	2,430,331
6 years or more	72	33%	2,131,821	2,666,331	3,150,359	2,687,608
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	27	12%	1,380,000	2,070,000	3,000,000	2,351,701
1 to 5 years	64	29%	1,755,000	2,088,000	2,860,000	2,341,149
6 years or more	127	58%	2,122,428	2,500,000	3,158,878	2,687,457
<b>RISK MANAGEMENT</b>						
None	17	8%	1,800,000	1,920,000	2,700,000	2,440,289
1 to 5 years	90	41%	1,657,329	2,118,000	2,640,000	2,232,131
6 years or more	114	52%	2,224,750	2,760,000	3,370,000	2,806,778
<b>CHANGE MANAGEMENT</b>						
None	20	9%	1,613,793	2,130,000	3,000,000	2,256,597
1 to 5 years	101	45%	1,800,000	2,250,000	2,726,331	2,339,321
6 years or more	101	45%	2,100,000	2,758,080	3,410,000	2,788,475
<b>RESOURCE MANAGEMENT</b>						
None	13	6%	1,806,000	2,369,000	3,100,000	2,467,308
1 to 5 years	88	40%	1,717,013	2,180,000	2,900,000	2,407,345
6 years or more	117	54%	2,085,000	2,604,000	3,179,439	2,682,095

### 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	10%	1,800,000	2,025,000	2,830,000	2,182,125
5 < 10 years	106	44%	1,785,000	2,400,000	2,862,413	2,410,905
10 < 15 years	75	31%	2,070,000	2,900,000	3,420,000	2,795,598
15 < 20 years	21	9%	2,040,000	2,520,000	3,700,000	2,876,617
20 years or more	7	3%	--	--	--	--

### Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	33	14%	1,817,942	2,400,000	3,000,000	2,409,520
Some college or Associate's degree	1	*	--	--	--	--
4-year college degree	19	8%	1,800,000	2,400,000	3,117,000	2,347,298
Master's degree	166	69%	1,809,000	2,440,000	3,200,000	2,594,485
Doctoral degree	21	9%	1,640,000	2,760,000	3,290,000	2,549,955

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	26	11%	2,100,000	2,630,000	3,200,000	2,734,115
No degree in PM	212	89%	1,800,000	2,400,000	3,024,665	2,494,269

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	180	75%	1,940,000	2,512,620	3,200,000	2,653,352
PMP for less than 1 year	6	3%	--	--	--	--
PMP for 1 < 5 years	89	50%	1,800,000	2,430,000	3,000,000	2,452,869
PMP for 5 < 10 years	57	32%	2,055,000	2,880,000	3,410,000	2,868,294
PMP for 10 < 20 years	25	14%	2,316,500	2,916,000	3,810,000	2,992,612
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP certification	60	25%	1,560,000	2,130,000	2,580,000	2,205,050

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	87	37%	1,800,000	2,400,000	3,000,000	2,440,992
5 to 9 days	72	31%	1,985,000	2,425,000	3,200,000	2,680,963
10 days or more	74	32%	1,620,400	2,500,000	3,169,159	2,511,863

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	192	82%	1,875,250	2,500,000	3,200,000	2,622,751
Female	43	18%	1,627,200	2,200,000	2,620,000	2,233,079

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	13	5%	1,740,000	2,100,000	2,665,000	2,308,462
Consulting	16	7%	2,122,500	2,570,000	2,895,000	2,566,250
Customer Service/Public Relations	2	1%	--	--	--	--
Engineering	11	5%	1,200,000	1,800,000	3,000,000	2,253,459
Finance	6	3%	--	--	--	--
Human Resources	--	*	--	--	--	--
Information Technology/Information Systems	72	30%	2,109,000	2,602,000	3,375,000	2,845,004
Operations/Manufacturing	7	3%	--	--	--	--
Project Management Department or PMO	88	37%	1,800,000	2,341,000	3,000,000	2,488,640
Quality Management	1	*	--	--	--	--
Research and Development	9	4%	--	--	--	--
Sales/Marketing	8	3%	--	--	--	--
Supply Chain Management/Logistics	2	1%	--	--	--	--
Training/Education	3	1%	--	--	--	--
Other	2	1%	--	--	--	--

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	4	2%	--	--	--	--
Business services	3	1%	--	--	--	--
Construction	14	6%	1,605,000	2,650,000	3,498,789	2,796,777
Consulting	12	5%	2,325,000	2,760,000	3,240,000	2,813,333
Engineering	11	5%	1,800,000	2,300,000	2,650,000	2,194,492
Financial services	23	10%	2,500,000	3,240,000	3,600,000	3,120,609
Food and beverage	3	1%	--	--	--	--
Government	1	*	--	--	--	--
Healthcare	4	2%	--	--	--	--
Information technology	89	37%	1,800,000	2,369,000	2,760,000	2,328,687
Insurance	--	*	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	14	6%	1,122,900	1,950,000	2,642,520	2,174,130
Pharmaceuticals	7	3%	--	--	--	--
Real estate	1	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	10	4%	2,985,000	3,280,000	3,700,000	3,244,693
Telecommunications	29	12%	1,992,500	2,400,000	3,362,400	2,738,355
Training/education	4	2%	--	--	--	--
Utility	2	1%	--	--	--	--
Other	9	4%	--	--	--	--



### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	62	26%	1,800,000	2,400,000	3,000,000	2,447,708
Construction	30	13%	1,711,800	2,430,000	3,269,263	2,608,336
Engineering	45	19%	1,770,000	2,280,000	2,960,000	2,421,344
Information Technology	165	69%	1,887,500	2,430,000	3,137,939	2,574,735
Manufacturing	15	6%	1,560,000	2,000,000	2,640,000	2,005,547
Operations	37	15%	2,020,000	2,758,080	3,514,027	2,876,959
Quality Management	20	8%	1,800,000	2,365,000	2,759,520	2,294,296
Regulatory Compliance	10	4%	2,753,000	3,000,000	3,407,014	3,018,493
Research & Development	39	16%	1,812,000	2,500,000	3,200,000	2,568,316
Supply Chain Management/Logistics	15	6%	1,200,000	2,482,764	3,000,000	2,363,363
Other	11	5%	1,655,172	2,650,000	3,600,000	2,865,846

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	31	13%	1,500,000	2,070,000	2,916,000	2,196,424
100 to 299	19	8%	1,300,000	1,689,350	2,369,000	1,976,769
300 to 999	41	17%	1,800,000	2,400,000	2,753,276	2,433,365
1,000 to 2,499	23	10%	1,800,000	2,480,000	3,158,878	2,533,864
2,500 to 4,999	30	13%	1,320,000	2,240,000	2,941,800	2,417,591
5,000 to 9,999	16	7%	1,741,379	2,148,000	2,940,000	2,267,725
10,000 or more	80	33%	2,325,000	2,920,000	3,500,000	2,967,506

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	26	13%	1,785,000	2,201,214	2,977,012	2,437,489
5-9 people	70	34%	1,800,000	2,400,000	3,008,222	2,532,362
10-14 people	45	22%	2,088,000	2,500,000	3,107,039	2,549,236
15-19 people	14	7%	1,525,000	2,100,000	2,886,000	2,167,943
20 or more people	50	24%	2,190,000	2,666,331	3,350,000	2,807,184

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	36	16%	1,312,500	1,800,000	2,469,573	1,983,801
\$100,000 to \$499,999	72	32%	1,702,013	2,196,500	3,000,000	2,303,449
\$500,000 to \$999,999	45	20%	2,180,000	2,520,000	3,300,000	2,731,375
\$1 million to \$10 million	57	25%	2,275,000	2,640,000	3,426,027	2,827,978
More than \$10 million	16	7%	2,237,500	2,970,000	4,000,000	3,321,915

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	35	15%
Yes - Informal	113	47%
No	72	30%
Don't Know	19	8%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	24	16%
Yes - Informal	88	60%
No	19	13%
Don't Know	16	11%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	77	33%
Yes - Informal	94	40%
No	55	23%
Don't Know	9	4%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	9	4%	1	*	222	96%
Director of Project Management Office (PMO)	1	6%	--	*	17	94%
Portfolio Manager	--	*	1	6%	17	94%
Program Manager	1	3%	--	*	35	97%
Project Manager III	2	3%	--	*	68	97%
Project Manager II	5	8%	--	*	57	92%
Project Manager I	--	*	--	*	13	100%
Project Management Specialist	--	*	--	*	8	100%
Project Management Consultant	--	*	--	*	7	100%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	16%	137	58%	124	52%
Director of Project Management Office (PMO)	4	22%	10	56%	4	22%
Portfolio Manager	1	6%	10	56%	7	39%
Program Manager	7	19%	23	62%	18	49%
Project Manager III	12	17%	42	59%	41	58%
Project Manager II	10	15%	34	52%	39	60%
Project Manager I	2	15%	5	38%	5	38%
Project Management Specialist	2	22%	9	100%	6	67%
Project Management Consultant	--	*	4	57%	4	57%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	231	26.7	217	27.4
Director of Project Management Office (PMO)	16	30.4	14	28.8
Portfolio Manager	18	26.2	18	26.4
Program Manager	36	25.5	34	27.6
Project Manager III	71	26.0	67	26.4
Project Manager II	64	27.2	59	27.7
Project Manager I	12	24.5	12	25.8
Project Management Specialist	8	33.3	6	35.8
Project Management Consultant	6	23.2	7	28.4

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	50	21%	24	10%	27	12%
Director of Project Management Office (PMO)	4	24%	--	*	2	12%
Portfolio Manager	3	17%	2	11%	1	6%
Program Manager	11	31%	6	17%	6	17%
Project Manager III	13	18%	7	10%	8	11%
Project Manager II	13	20%	6	9%	5	8%
Project Manager I	2	17%	--	*	--	*
Project Management Specialist	1	11%	2	22%	3	33%
Project Management Consultant	3	43%	1	14%	2	29%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	238	40.2	238	46.3
Director of Project Management Office (PMO)	17	39.5	17	45.6
Portfolio Manager	18	40.0	18	48.5
Program Manager	37	40.3	37	46.9
Project Manager III	72	40.4	72	46.4
Project Manager II	65	40.2	65	45.9
Project Manager I	13	39.4	13	42.1
Project Management Specialist	9	43.0	9	48.0
Project Management Consultant	7	38.9	7	45.7

## Annualized Salary by Position Description - Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	4	13%	--	--	--	--
Portfolio Manager	3	10%	--	--	--	--
Program Manager	5	17%	--	--	--	--
Project Manager III	8	27%	--	--	--	--
Project Manager II	6	20%	--	--	--	--
Project Manager I	2	7%	--	--	--	--
Project Management Specialist	1	3%	--	--	--	--
Project Management Consultant	1	3%	--	--	--	--

## Annualized Salary by Position Description - Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	14	7%	2,075,000	3,190,000	4,050,000	3,125,722
Portfolio Manager	15	7%	2,400,000	2,916,000	3,268,046	2,982,173
Program Manager	32	15%	1,808,971	2,400,000	3,107,400	2,566,112
Project Manager III	65	31%	1,830,000	2,500,000	3,000,000	2,515,682
Project Manager II	59	28%	1,700,000	2,280,000	3,000,000	2,289,941
Project Manager I	11	5%	1,150,000	2,040,000	2,480,000	1,819,236
Project Management Specialist	8	4%	--	--	--	--
Project Management Consultant	6	3%	--	--	--	--

# Saudi Arabia

## Total Compensation (in Saudi Riyals)

COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	542	159,600	240,000	350,820	265,952
Total Compensation	542	180,000	255,252	390,481	302,945

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

PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	19	4%	Decrease	13	2%
Remained the same	233	43%	Remain the same	144	27%
Increased less than 1%	10	2%	Increase less than 1%	9	2%
Increased 1% to 2.9%	70	13%	Increase 1% to 2.9%	67	12%
Increased 3% to 3.9%	48	9%	Increase 3% to 3.9%	54	10%
Increased 4% to 4.9%	33	6%	Increase 4% to 4.9%	44	8%
Increased 5% to 6.9%	34	6%	Increase 5% to 6.9%	58	11%
Increased 7% to 9.9%	32	6%	Increase 7% to 9.9%	42	8%
Increased 10% to 14.9%	28	5%	Increase 10% to 14.9%	54	10%
Increased 15% to 19.9%	7	1%	Increase 15% to 19.9%	19	4%
Increased 20% to 24.9%	12	2%	Increase 20% to 24.9%	14	3%
Increased 25% to 29.9%	4	1%	Increase 25% to 29.9%	7	1%
Increased 30% or greater	12	2%	Increase 30% or greater	17	3%

## Annualized Salary by Position Description

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	52	10%	248,800	360,000	500,000	400,032
Portfolio Manager	27	5%	312,000	384,000	550,000	418,178
Program Manager	73	13%	198,000	288,000	367,659	296,354
Project Manager III	78	14%	169,500	255,000	360,000	271,644
Project Manager II	65	12%	137,500	212,400	288,000	227,191
Project Manager I	108	20%	120,000	194,100	240,000	205,055
Project Management Specialist	92	17%	126,714	180,000	240,000	197,227
Project Management Consultant	47	9%	200,000	280,000	384,000	301,559

## Annualized Salary by Years of Work Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	1	*	--	--	--	--
3 < 5 years	16	3%	136,500	174,972	239,100	183,772
5 < 10 years	124	23%	120,000	194,090	252,000	210,609
10 < 15 years	152	28%	145,750	218,800	300,000	245,858
15 < 20 years	137	25%	177,940	250,000	375,500	291,473
20 years or more	112	21%	227,100	327,600	428,722	336,128

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	176	39%	156,000	223,800	311,747	249,621
1 to 5 years	190	43%	166,000	241,700	360,000	276,221
6 years or more	81	18%	200,000	300,000	474,000	337,072
<b>EXTREME PROJECT MANAGEMENT</b>						
None	209	46%	162,000	238,979	360,000	274,445
1 to 5 years	135	30%	150,000	240,000	307,200	256,176
6 years or more	106	24%	189,500	293,000	408,500	305,900
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	108	23%	142,200	217,000	300,000	242,680
1 to 5 years	196	42%	160,401	229,200	335,929	260,293
6 years or more	159	34%	180,000	288,000	400,000	310,176
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	279	63%	156,000	237,000	346,000	265,965
1 to 5 years	99	22%	160,000	246,900	384,000	279,575
6 years or more	63	14%	190,000	300,000	420,000	305,607
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	222	49%	150,000	209,000	290,076	232,620
1 to 5 years	135	30%	170,000	260,000	376,860	280,117
6 years or more	94	21%	223,750	360,000	482,500	368,977
<b>PROGRAM MANAGEMENT</b>						
None	135	29%	144,000	192,000	264,000	218,609
1 to 5 years	185	40%	153,000	242,400	350,000	259,560
6 years or more	148	32%	216,000	327,600	456,000	346,159
<b>EARNED VALUE MANAGEMENT</b>						
None	120	26%	162,750	240,000	316,870	259,067
1 to 5 years	211	46%	144,000	211,200	336,000	251,250
6 years or more	131	28%	200,000	300,000	424,236	325,440
<b>LEAN PROJECT MANAGEMENT</b>						
None	211	47%	162,000	230,000	307,800	260,136
1 to 5 years	156	35%	160,000	240,000	374,000	272,345
6 years or more	84	19%	180,000	285,000	429,000	309,683
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	202	45%	154,500	227,250	318,750	257,708
1 to 5 years	149	33%	160,000	240,000	360,000	265,418
6 years or more	97	22%	190,000	300,000	420,000	322,898
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	180	40%	150,000	221,000	345,750	261,337
1 to 5 years	141	31%	158,000	240,000	352,000	260,968
6 years or more	131	29%	200,000	288,000	420,000	312,929
<b>RISK MANAGEMENT</b>						
None	66	14%	140,000	192,000	261,000	219,466
1 to 5 years	249	53%	150,000	228,000	303,000	249,709
6 years or more	156	33%	204,412	316,531	445,500	334,832
<b>CHANGE MANAGEMENT</b>						
None	70	15%	149,500	218,000	291,000	236,325
1 to 5 years	231	50%	144,000	216,000	300,000	243,911
6 years or more	159	35%	200,000	320,000	432,000	336,642
<b>RESOURCE MANAGEMENT</b>						
None	51	11%	162,000	228,000	331,200	251,446
1 to 5 years	220	48%	144,000	221,000	300,000	242,133
6 years or more	189	41%	191,000	288,000	414,000	314,107

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	21	4%	111,000	144,000	180,000	152,939
3 < 5 years	84	15%	128,514	200,000	249,500	207,607
5 < 10 years	229	42%	150,000	216,000	300,000	238,590
10 < 15 years	127	23%	192,000	289,000	399,000	310,666
15 < 20 years	60	11%	219,000	360,000	487,500	372,537
20 years or more	21	4%	198,750	331,200	453,965	335,775

### 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	14	3%	97,050	164,000	360,000	218,082
4-year college degree	313	58%	150,000	220,000	300,000	248,023
Master's degree	203	37%	180,000	252,000	390,000	293,796
Doctoral degree	8	1%	--	--	--	--

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	111	21%	144,000	216,000	350,000	258,115
No degree in PM	426	79%	168,000	240,000	350,820	266,982

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	418	77%	160,000	240,000	354,641	269,675
PMP for less than 1 year	12	3%	132,300	192,000	258,000	206,546
PMP for 1 < 5 years	258	65%	144,000	216,000	300,000	236,389
PMP for 5 < 10 years	92	23%	207,000	300,000	378,079	309,452
PMP for 10 < 20 years	38	10%	306,750	420,000	526,697	427,615
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP certification	124	23%	156,000	209,700	329,786	253,403

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	230	46%	144,000	223,500	338,175	259,458
5 to 9 days	110	22%	189,000	262,000	360,000	294,783
10 days or more	164	33%	160,000	240,000	360,000	264,725

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	494	97%	160,000	240,000	356,564	266,400
Female	14	3%	144,204	191,000	288,000	221,284

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	35	6%	150,000	201,504	350,000	263,948
Consulting	54	10%	169,000	248,450	377,498	290,072
Customer Service/Public Relations	2	*	--	--	--	--
Engineering	76	14%	128,550	180,000	265,500	219,183
Finance	2	*	--	--	--	--
Human Resources	3	1%	--	--	--	--
Information Technology/Information Systems	51	9%	200,000	240,000	324,000	271,444
Operations/Manufacturing	23	4%	120,000	225,600	300,000	231,489
Project Management Department or PMO	247	46%	158,400	240,000	360,000	274,749
Quality Management	10	2%	168,000	312,000	360,000	291,782
Research and Development	4	1%	--	--	--	--
Sales/Marketing	12	2%	102,750	153,500	388,500	253,629
Supply Chain Management/Logistics	5	1%	--	--	--	--
Training/Education	4	1%	--	--	--	--
Other	14	3%	241,300	294,500	355,500	299,563

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	16	3%	323,117	375,930	394,737	368,626
Business services	7	1%	--	--	--	--
Construction	123	23%	135,000	200,000	300,000	232,327
Consulting	61	11%	195,000	276,000	408,000	313,603
Engineering	76	14%	120,000	180,000	251,500	200,947
Financial services	10	2%	234,500	451,500	486,000	392,046
Food and beverage	5	1%	--	--	--	--
Government	17	3%	175,752	240,000	366,000	286,300
Healthcare	14	3%	154,068	240,500	360,000	260,899
Information technology	51	9%	188,000	240,000	360,000	268,993
Insurance	2	*	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	20	4%	120,000	138,000	258,000	198,040
Pharmaceuticals	2	*	--	--	--	--
Real estate	7	1%	--	--	--	--
Resources (Agriculture, Mining, etc.)	40	7%	193,185	240,000	359,379	288,767
Telecommunications	49	9%	173,550	260,000	360,000	281,968
Training/education	5	1%	--	--	--	--
Utility	9	2%	--	--	--	--
Other	28	5%	202,125	304,500	358,500	305,106

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	109	20%	205,752	300,000	420,000	328,301
Construction	260	48%	145,750	216,000	305,916	246,941
Engineering	194	36%	147,500	202,823	317,360	250,217
Information Technology	141	26%	200,000	260,000	387,000	301,567
Manufacturing	36	7%	129,250	187,500	295,000	231,243
Operations	119	22%	200,000	260,000	384,000	292,097
Quality Management	50	9%	176,250	248,450	364,215	283,064
Regulatory Compliance	27	5%	246,900	300,264	380,000	330,548
Research & Development	33	6%	200,752	252,000	402,000	336,686
Supply Chain Management/ Logistics	37	7%	188,000	241,000	315,531	252,068
Other	29	5%	203,500	276,000	313,500	278,414

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	62	11%	131,500	185,000	272,500	225,123
100 to 299	66	12%	150,000	240,000	384,000	291,029
300 to 999	98	18%	143,000	217,750	300,000	241,725
1,000 to 2,499	76	14%	163,500	250,000	357,500	274,277
2,500 to 4,999	50	9%	180,000	229,050	351,000	262,286
5,000 to 9,999	45	8%	139,500	222,000	306,531	230,752
10,000 or more	145	27%	190,000	280,000	379,665	296,195

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	48	12%	195,800	250,340	360,000	287,837
5-9 people	111	28%	175,000	240,000	360,000	275,873
10-14 people	60	15%	164,000	283,998	343,341	273,064
15-19 people	31	8%	180,000	228,000	360,000	282,949
20 or more people	147	37%	160,000	240,000	360,000	268,380

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	30	6%	153,000	213,000	240,600	229,033
\$100,000 to \$499,999	97	20%	147,500	200,000	285,000	244,032
\$500,000 to \$999,999	49	10%	136,500	240,000	300,000	241,739
\$1 million to \$10 million	123	26%	150,000	241,000	360,000	267,260
More than \$10 million	183	38%	188,000	281,995	380,000	296,682

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	109	21%
Yes - Informal	236	45%
No	143	27%
Don't Know	41	8%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	97	29%
Yes - Informal	180	54%
No	37	11%
Don't Know	21	6%



### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	168	33%
Yes - Informal	174	34%
No	136	27%
Don't Know	32	6%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	8	2%	17	3%	494	95%
Director of Project Management Office (PMO)	1	2%	1	2%	49	96%
Portfolio Manager	--	*	--	*	26	100%
Program Manager	--	*	6	8%	65	92%
Project Manager III	1	1%	5	7%	68	92%
Project Manager II	2	3%	4	6%	59	91%
Project Manager I	1	1%	1	1%	98	98%
Project Management Specialist	1	1%	--	*	85	99%
Project Management Consultant	2	4%	--	*	44	96%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	70%	246	47%	162	31%
Director of Project Management Office (PMO)	34	67%	18	35%	12	24%
Portfolio Manager	18	69%	12	46%	11	42%
Program Manager	47	65%	39	54%	26	36%
Project Manager III	52	69%	38	51%	16	21%
Project Manager II	47	73%	33	52%	20	31%
Project Manager I	73	72%	50	49%	32	31%
Project Management Specialist	68	76%	34	38%	33	37%
Project Management Consultant	28	61%	22	48%	12	26%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	499	27.2	364	31.9
Director of Project Management Office (PMO)	49	27.3	37	33.6
Portfolio Manager	27	29.4	21	36.7
Program Manager	67	26.5	56	34.0
Project Manager III	70	24.7	46	27.1
Project Manager II	64	27.0	46	31.8
Project Manager I	97	28.0	74	32.7
Project Management Specialist	81	27.6	57	28.1
Project Management Consultant	44	28.0	27	35.4

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	148	30%	54	11%	45	9%
Director of Project Management Office (PMO)	12	24%	2	4%	2	4%
Portfolio Manager	5	20%	6	24%	1	4%
Program Manager	16	24%	10	15%	7	10%
Project Manager III	25	35%	8	11%	7	10%
Project Manager II	17	28%	4	7%	6	10%
Project Manager I	30	32%	12	13%	10	11%
Project Management Specialist	28	33%	8	10%	8	10%
Project Management Consultant	15	33%	4	9%	4	9%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	517	43.7	506	48.5
Director of Project Management Office (PMO)	50	42.1	48	48.1
Portfolio Manager	26	42.5	26	50.0
Program Manager	72	42.6	70	50.1
Project Manager III	71	42.9	70	47.3
Project Manager II	65	43.8	64	47.9
Project Manager I	101	44.2	99	48.0
Project Management Specialist	86	45.3	86	48.4
Project Management Consultant	46	44.9	43	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)	6	11%	--	--	--	--
Portfolio Manager	3	5%	--	--	--	--
Program Manager	11	19%	200,000	300,000	410,000	289,818
Project Manager III	10	18%	113,750	180,000	357,348	240,731
Project Manager II	4	7%	--	--	--	--
Project Manager I	11	19%	120,000	150,000	240,000	203,530
Project Management Specialist	7	12%	--	--	--	--
Project Management Consultant	5	9%	--	--	--	--

## Annualized Salary by Position Description - Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	46	9%	251,100	406,150	500,000	417,775
Portfolio Manager	24	5%	312,266	379,665	477,750	410,201
Program Manager	62	13%	193,134	284,998	363,988	297,513
Project Manager III	68	14%	175,500	267,000	360,000	276,190
Project Manager II	61	13%	137,500	210,000	288,000	227,107
Project Manager I	97	20%	120,000	199,095	240,000	205,228
Project Management Specialist	85	18%	125,694	177,744	240,000	193,093
Project Management Consultant	42	9%	172,410	278,000	366,000	297,644

# Singapore

## Total Compensation (in Singapore Dollars)

COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	783	75,000	97,200	128,400	106,885
Total Compensation	783	87,000	110,000	150,000	125,223

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

PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	20	3%	Decrease	9	1%
Remained the same	167	21%	Remain the same	112	14%
Increased less than 1%	29	4%	Increase less than 1%	25	3%
Increased 1% to 2.9%	161	21%	Increase 1% to 2.9%	156	20%
Increased 3% to 3.9%	129	16%	Increase 3% to 3.9%	150	19%
Increased 4% to 4.9%	67	9%	Increase 4% to 4.9%	83	11%
Increased 5% to 6.9%	69	9%	Increase 5% to 6.9%	103	13%
Increased 7% to 9.9%	38	5%	Increase 7% to 9.9%	37	5%
Increased 10% to 14.9%	50	6%	Increase 10% to 14.9%	59	8%
Increased 15% to 19.9%	22	3%	Increase 15% to 19.9%	17	2%
Increased 20% to 24.9%	7	1%	Increase 20% to 24.9%	19	2%
Increased 25% to 29.9%	9	1%	Increase 25% to 29.9%	2	*
Increased 30% or greater	15	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)	24	3%	109,500	148,500	184,500	153,839
Portfolio Manager	39	5%	120,000	156,000	192,600	158,220
Program Manager	175	22%	93,000	120,000	150,000	127,786
Project Manager III	156	20%	83,000	104,630	134,700	113,377
Project Manager II	164	21%	75,300	91,731	114,750	95,672
Project Manager I	137	17%	60,000	72,000	91,350	79,577
Project Management Specialist	50	6%	48,000	62,200	86,500	68,349
Project Management Consultant	38	5%	78,750	92,000	110,000	99,192

## Annualized Salary by Years of Work Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	2	*	--	--	--	--
3 < 5 years	3	*	--	--	--	--
5 < 10 years	104	13%	53,073	66,000	87,780	72,191
10 < 15 years	215	27%	70,910	90,000	110,000	94,546
15 < 20 years	209	27%	84,000	100,000	133,400	113,576
20 years or more	250	32%	90,000	120,000	156,000	127,254

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	227	31%	69,600	90,000	114,000	95,899
1 to 5 years	366	50%	79,355	100,000	130,000	109,757
6 years or more	134	18%	85,000	110,500	147,750	120,132
<b>EXTREME PROJECT MANAGEMENT</b>						
None	453	64%	72,000	96,000	129,800	105,763
1 to 5 years	160	23%	70,850	96,000	120,000	103,404
6 years or more	97	14%	90,000	110,000	150,000	122,049
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	185	25%	74,550	96,000	130,000	106,884
1 to 5 years	284	39%	69,000	90,000	116,500	97,212
6 years or more	262	36%	84,720	109,978	145,250	118,896
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	437	62%	75,299	96,840	130,000	107,160
1 to 5 years	172	24%	70,000	92,000	120,000	101,999
6 years or more	98	14%	84,000	110,478	144,000	118,155
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	266	38%	70,075	90,000	115,000	95,881
1 to 5 years	280	40%	78,524	96,100	129,500	106,620
6 years or more	159	23%	90,000	120,000	170,000	129,664
<b>PROGRAM MANAGEMENT</b>						
None	215	29%	67,320	84,000	108,000	88,451
1 to 5 years	297	41%	75,550	96,000	125,000	106,203
6 years or more	218	30%	90,833	120,000	160,000	129,426
<b>EARNED VALUE MANAGEMENT</b>						
None	283	39%	70,000	93,000	120,000	98,953
1 to 5 years	285	39%	76,800	97,200	125,000	106,857
6 years or more	159	22%	83,000	111,000	160,000	122,521
<b>LEAN PROJECT MANAGEMENT</b>						
None	326	45%	72,000	96,000	120,601	102,170
1 to 5 years	274	38%	76,590	97,925	131,100	108,203
6 years or more	118	16%	82,250	113,924	144,500	120,899
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	354	50%	72,000	96,000	126,250	104,323
1 to 5 years	211	30%	70,910	96,000	121,000	103,286
6 years or more	146	21%	84,720	110,000	144,250	120,927
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	173	23%	68,300	90,000	117,850	97,097
1 to 5 years	232	31%	66,315	85,500	110,000	93,587
6 years or more	337	45%	89,000	110,500	150,000	122,564
<b>RISK MANAGEMENT</b>						
None	89	12%	60,000	78,000	99,000	85,034
1 to 5 years	357	48%	70,800	91,000	118,750	98,396
6 years or more	292	40%	90,000	120,000	153,750	124,648
<b>CHANGE MANAGEMENT</b>						
None	88	12%	64,200	84,000	105,314	88,100
1 to 5 years	332	45%	69,700	90,000	114,000	97,202
6 years or more	325	44%	90,000	115,000	150,000	122,489
<b>RESOURCE MANAGEMENT</b>						
None	84	11%	66,000	92,249	111,788	93,872
1 to 5 years	325	44%	68,584	88,596	110,000	92,125
6 years or more	331	45%	85,000	116,400	156,000	124,935

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	30	4%	47,250	68,500	92,400	72,458
3 < 5 years	85	11%	60,000	74,400	100,915	83,974
5 < 10 years	316	40%	72,000	90,000	110,875	97,117
10 < 15 years	226	29%	83,750	105,500	150,000	117,356
15 < 20 years	85	11%	95,500	125,000	150,000	129,584
20 years or more	41	5%	104,000	137,000	191,312	150,080

### Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	25	3%	66,000	90,000	113,309	102,822
Some college or Associate's degree	33	4%	69,900	96,000	115,500	92,819
4-year college degree	387	49%	72,000	90,000	120,000	100,577
Master's degree	311	40%	81,600	105,000	144,000	116,095
Doctoral degree	27	3%	80,000	97,200	142,800	112,166

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	104	13%	78,000	96,000	129,250	109,002
No degree in PM	678	87%	74,325	97,825	128,700	106,593

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	663	85%	78,000	100,000	130,000	110,041
PMP for less than 1 year	13	2%	76,020	91,000	132,000	98,788
PMP for 1 < 5 years	322	50%	68,592	86,260	118,000	97,937
PMP for 5 < 10 years	225	35%	88,200	108,000	132,000	116,817
PMP for 10 < 20 years	85	13%	102,000	131,185	169,000	137,945
PMP for 20+ years	1	*	--	--	--	--
Do not have a PMP certification	120	15%	60,000	85,000	100,000	89,451

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	341	44%	72,000	96,000	126,000	106,779
5 to 9 days	260	34%	78,000	98,164	130,000	107,580
10 days or more	169	22%	74,575	96,840	130,000	106,878

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	589	78%	75,000	98,328	130,000	108,164
Female	167	22%	72,000	93,000	123,120	101,469

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	22	3%	60,000	78,130	143,034	106,729
Consulting	44	6%	80,500	109,000	157,500	119,560
Customer Service/Public Relations	8	1%	--	--	--	--
Engineering	75	10%	60,000	80,000	100,000	87,112
Finance	16	2%	91,250	147,500	160,000	139,241
Human Resources	5	1%	--	--	--	--
Information Technology/Information Systems	241	31%	80,000	100,000	132,000	109,979
Operations/Manufacturing	38	5%	67,125	97,400	117,750	105,859
Project Management Department or PMO	227	29%	77,520	99,000	126,000	108,440
Quality Management	8	1%	--	--	--	--
Research and Development	36	5%	70,062	82,300	120,383	95,192
Sales/Marketing	14	2%	68,750	84,500	112,750	91,817
Supply Chain Management/Logistics	18	2%	86,100	115,000	120,550	108,202
Training/Education	3	*	--	--	--	--
Other	28	4%	88,380	103,576	142,500	116,120

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	7	1%	--	--	--	--
Business services	5	1%	--	--	--	--
Construction	43	5%	62,400	90,000	115,000	95,763
Consulting	32	4%	80,000	98,400	131,500	108,484
Engineering	100	13%	65,865	90,000	119,250	95,002
Financial services	105	13%	99,200	141,000	180,000	142,591
Food and beverage	5	1%	--	--	--	--
Government	25	3%	67,660	85,000	112,000	90,765
Healthcare	31	4%	81,600	105,000	126,000	108,647
Information technology	199	25%	80,000	96,000	120,000	101,742
Insurance	14	2%	105,450	120,500	143,100	134,886
Legal	1	*	--	--	--	--
Manufacturing	60	8%	71,376	95,500	121,827	100,674
Pharmaceuticals	18	2%	73,800	89,731	116,886	97,163
Real estate	13	2%	79,600	105,000	150,000	124,143
Resources (Agriculture, Mining, etc.)	22	3%	68,450	94,325	141,534	107,070
Telecommunications	34	4%	66,000	95,280	145,500	104,714
Training/education	12	2%	61,250	70,284	93,600	75,014
Utility	5	1%	--	--	--	--
Other	52	7%	66,000	93,300	128,750	103,371

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	198	25%	87,780	115,000	156,000	125,366
Construction	108	14%	64,958	90,000	110,000	99,347
Engineering	199	25%	69,600	90,000	120,708	101,358
Information Technology	426	54%	80,000	100,000	130,500	112,044
Manufacturing	66	8%	69,900	94,300	130,000	105,663
Operations	170	22%	72,000	98,600	130,000	108,099
Quality Management	42	5%	70,815	98,000	130,000	108,509
Regulatory Compliance	74	9%	84,720	121,000	160,000	126,842
Research & Development	73	9%	70,524	96,000	121,355	102,179
Supply Chain Management/Logistics	70	9%	73,800	105,220	131,100	111,984
Other	35	4%	60,480	98,328	131,185	103,424

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	82	10%	58,131	76,400	96,000	79,648
100 to 299	64	8%	66,000	87,000	106,500	90,154
300 to 999	89	11%	70,955	93,498	120,000	100,801
1,000 to 2,499	106	14%	72,000	92,780	122,250	103,259
2,500 to 4,999	63	8%	74,400	91,800	119,000	103,024
5,000 to 9,999	101	13%	77,700	100,000	126,880	104,063
10,000 or more	278	36%	87,960	111,525	151,250	124,001

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	124	20%	70,000	87,800	110,000	95,460
5-9 people	204	33%	80,000	97,525	120,000	103,792
10-14 people	129	21%	84,000	103,275	135,730	113,623
15-19 people	41	7%	82,120	103,000	150,000	114,784
20 or more people	117	19%	90,000	124,000	169,000	132,405

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	74	10%	69,375	88,800	112,500	93,681
\$100,000 to \$499,999	174	24%	70,800	96,000	120,000	98,649
\$500,000 to \$999,999	121	17%	78,118	96,840	120,000	103,821
\$1 million to \$10 million	264	36%	80,000	103,576	140,750	115,939
More than \$10 million	94	13%	80,000	108,000	150,000	118,606

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	160	21%
Yes - Informal	387	50%
No	174	22%
Don't Know	59	8%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	119	22%
Yes - Informal	293	54%
No	86	16%
Don't Know	47	9%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	249	32%
Yes - Informal	276	36%
No	203	26%
Don't Know	41	5%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	52	7%	62	8%	672	86%
Director of Project Management Office (PMO)	2	8%	2	8%	20	83%
Portfolio Manager	6	15%	4	10%	30	77%
Program Manager	11	6%	21	12%	144	83%
Project Manager III	11	7%	14	9%	131	85%
Project Manager II	9	5%	9	5%	148	90%
Project Manager I	8	6%	9	7%	120	89%
Project Management Specialist	2	4%	2	4%	46	92%
Project Management Consultant	3	8%	1	3%	33	89%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	22%	434	56%	214	28%
Director of Project Management Office (PMO)	10	42%	16	67%	5	21%
Portfolio Manager	13	33%	32	82%	9	23%
Program Manager	47	27%	110	63%	60	34%
Project Manager III	31	20%	86	57%	47	31%
Project Manager II	34	21%	86	53%	45	28%
Project Manager I	26	19%	59	43%	25	18%
Project Management Specialist	6	12%	24	48%	12	24%
Project Management Consultant	7	18%	21	55%	11	29%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	755	17.1	687	20.4
Director of Project Management Office (PMO)	23	19.6	22	22.1
Portfolio Manager	39	18.0	35	21.3
Program Manager	166	17.6	151	20.6
Project Manager III	149	17.3	137	21.1
Project Manager II	157	16.6	148	20.0
Project Manager I	135	15.9	119	19.2
Project Management Specialist	49	17.6	44	20.1
Project Management Consultant	37	17.3	31	20.9



## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	64	8%	203	26%	37	5%
Director of Project Management Office (PMO)	2	8%	6	25%	1	4%
Portfolio Manager	4	10%	14	36%	2	5%
Program Manager	23	13%	39	23%	11	6%
Project Manager III	11	7%	47	31%	6	4%
Project Manager II	10	6%	47	29%	8	5%
Project Manager I	6	5%	30	23%	6	5%
Project Management Specialist	2	4%	13	26%	1	2%
Project Management Consultant	6	16%	7	18%	2	5%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	778	41.1	776	47.8
Director of Project Management Office (PMO)	24	41.1	23	49.0
Portfolio Manager	39	40.3	38	49.3
Program Manager	172	41.1	174	49.1
Project Manager III	154	41.2	154	48.3
Project Manager II	164	41.1	162	47.8
Project Manager I	137	41.5	137	46.3
Project Management Specialist	50	41.2	50	44.6
Project Management Consultant	38	40.8	38	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)	6	9%	--	--	--	--
Portfolio Manager	5	7%	--	--	--	--
Program Manager	18	26%	100,104	136,580	176,250	137,716
Project Manager III	11	16%	75,500	126,000	160,000	120,991
Project Manager II	15	22%	70,000	96,000	137,250	101,428
Project Manager I	6	9%	--	--	--	--
Project Management Specialist	5	7%	--	--	--	--
Project Management Consultant	3	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	3%	104,200	148,500	178,500	150,563
Portfolio Manager	34	5%	122,675	157,000	188,868	157,047
Program Manager	157	22%	90,749	120,000	150,000	126,647
Project Manager III	145	20%	83,000	104,259	132,000	112,800
Project Manager II	149	21%	75,600	91,461	111,650	95,092
Project Manager I	131	18%	60,000	72,000	90,900	79,199
Project Management Specialist	45	6%	48,000	62,400	85,500	67,374
Project Management Consultant	35	5%	80,000	90,000	110,000	100,094

# South Africa

Total Compensation (in South African Rand)					
COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	771	669,000	900,000	1,200,000	960,756
Total Compensation	771	720,000	968,750	1,280,000	1,061,838

Reported/Expected Change in Total Compensation over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	21	3%	Decrease	6	1%
Remained the same	144	19%	Remain the same	106	14%
Increased less than 1%	7	1%	Increase less than 1%	10	1%
Increased 1% to 2.9%	38	5%	Increase 1% to 2.9%	37	5%
Increased 3% to 3.9%	54	7%	Increase 3% to 3.9%	56	7%
Increased 4% to 4.9%	97	13%	Increase 4% to 4.9%	100	13%
Increased 5% to 6.9%	239	31%	Increase 5% to 6.9%	253	33%
Increased 7% to 9.9%	96	12%	Increase 7% to 9.9%	109	14%
Increased 10% to 14.9%	38	5%	Increase 10% to 14.9%	50	6%
Increased 15% to 19.9%	15	2%	Increase 15% to 19.9%	17	2%
Increased 20% to 24.9%	8	1%	Increase 20% to 24.9%	9	1%
Increased 25% to 29.9%	5	1%	Increase 25% to 29.9%	3	*
Increased 30% or greater	9	1%	Increase 30% or greater	15	2%

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	47	6%	900,000	1,200,000	1,500,000	1,310,355
Portfolio Manager	73	9%	885,216	1,100,000	1,438,500	1,171,288
Program Manager	146	19%	822,250	1,000,000	1,266,475	1,090,389
Project Manager III	211	27%	720,000	900,000	1,125,000	947,449
Project Manager II	115	15%	540,000	732,000	960,000	774,605
Project Manager I	80	10%	420,000	589,350	776,250	627,550
Project Management Specialist	45	6%	689,000	850,000	1,225,000	994,363
Project Management Consultant	54	7%	649,500	933,600	1,164,000	935,445

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	79	10%	480,000	600,000	756,000	624,579
10 < 15 years	154	20%	586,605	800,000	950,500	800,630
15 < 20 years	174	23%	700,000	900,000	1,200,000	973,371
20 years or more	357	46%	800,000	1,050,000	1,300,000	1,109,630

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	258	36%	623,000	850,000	1,141,000	929,280
1 to 5 years	317	44%	683,250	900,000	1,190,000	941,982
6 years or more	140	20%	753,708	950,000	1,250,000	1,061,948
<b>EXTREME PROJECT MANAGEMENT</b>						
None	347	49%	620,000	880,000	1,144,000	923,499
1 to 5 years	196	28%	646,844	850,000	1,135,971	909,741
6 years or more	166	23%	800,000	995,500	1,261,800	1,087,976
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	143	20%	625,000	900,000	1,200,000	968,244
1 to 5 years	246	34%	590,775	840,000	1,098,140	886,021
6 years or more	331	46%	750,761	900,000	1,210,000	1,011,424
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	373	53%	656,502	891,000	1,149,500	941,975
1 to 5 years	208	30%	609,750	842,500	1,098,076	907,969
6 years or more	124	18%	794,000	1,000,000	1,323,750	1,087,861
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	238	33%	577,125	770,940	967,059	809,765
1 to 5 years	267	37%	660,000	895,000	1,100,000	944,092
6 years or more	219	30%	842,000	1,100,000	1,400,000	1,156,216
<b>PROGRAM MANAGEMENT</b>						
None	136	19%	512,000	715,200	919,250	750,579
1 to 5 years	309	42%	611,000	850,000	1,100,000	905,779
6 years or more	284	39%	831,250	1,050,000	1,344,750	1,124,001
<b>EARNED VALUE MANAGEMENT</b>						
None	161	22%	543,666	790,380	996,500	809,058
1 to 5 years	306	42%	636,750	885,000	1,100,000	925,552
6 years or more	262	36%	800,000	1,050,000	1,311,326	1,110,160
<b>LEAN PROJECT MANAGEMENT</b>						
None	296	42%	600,000	850,000	1,100,000	907,215
1 to 5 years	267	38%	650,000	898,000	1,132,000	924,769
6 years or more	147	21%	800,000	1,080,000	1,400,000	1,136,644
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	234	33%	640,000	900,000	1,200,000	945,187
1 to 5 years	236	33%	600,000	816,000	1,048,500	858,220
6 years or more	246	34%	783,750	968,800	1,266,525	1,074,082
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	219	30%	650,000	890,400	1,200,000	969,350
1 to 5 years	175	24%	534,000	800,000	1,000,000	805,585
6 years or more	334	46%	780,000	968,740	1,216,500	1,029,854
<b>RISK MANAGEMENT</b>						
None	31	4%	450,000	684,000	917,000	735,297
1 to 5 years	244	33%	540,000	720,000	958,000	792,943
6 years or more	463	63%	792,000	980,000	1,261,427	1,066,558
<b>CHANGE MANAGEMENT</b>						
None	62	8%	500,000	699,000	939,213	769,006
1 to 5 years	277	37%	578,250	800,000	986,500	819,948
6 years or more	400	54%	800,000	1,000,000	1,300,000	1,089,950
<b>RESOURCE MANAGEMENT</b>						
None	36	5%	540,000	829,000	955,959	781,542
1 to 5 years	232	32%	531,749	723,000	958,000	789,437
6 years or more	468	64%	780,000	980,000	1,250,000	1,058,756

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	26	3%	378,250	527,468	824,500	607,524
3 < 5 years	57	7%	437,800	620,000	850,000	683,521
5 < 10 years	234	30%	567,500	800,000	967,809	830,818
10 < 15 years	216	28%	752,500	905,000	1,144,825	979,418
15 < 20 years	153	20%	850,000	1,155,708	1,381,600	1,158,762
20 years or more	85	11%	900,000	1,100,000	1,472,000	1,208,594

### Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	35	5%	590,000	768,000	900,000	756,331
Some college or Associate's degree	147	19%	585,420	780,000	980,000	833,572
4-year college degree	375	49%	650,000	895,000	1,176,000	945,530
Master's degree	192	25%	844,750	1,020,000	1,306,905	1,094,998
Doctoral degree	22	3%	794,541	1,004,500	1,500,000	1,223,769

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	203	26%	645,000	863,720	1,152,000	928,164
No degree in PM	564	74%	684,000	900,000	1,200,000	969,904

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	567	74%	768,000	950,000	1,200,000	1,022,183
PMP for less than 1 year	2	*	--	--	--	--
PMP for 1 < 5 years	276	49%	650,000	851,056	1,099,380	913,621
PMP for 5 < 10 years	182	33%	800,000	960,000	1,200,000	1,031,011
PMP for 10 < 20 years	95	17%	950,000	1,273,598	1,500,000	1,320,346
PMP for 20+ years	4	1%	--	--	--	--
Do not have a PMP certification	204	26%	500,300	670,269	980,000	790,027

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	339	44%	645,000	867,300	1,200,000	960,029
5 to 9 days	230	30%	729,750	950,000	1,250,000	1,001,162
10 days or more	198	26%	659,571	888,675	1,100,000	918,406

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	517	71%	717,250	950,000	1,211,000	1,010,995
Female	216	29%	578,875	790,000	1,000,000	826,620

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	24	3%	515,250	700,000	1,141,353	919,626
Consulting	77	10%	676,092	973,880	1,300,000	1,046,569
Customer Service/Public Relations	2	*	--	--	--	--
Engineering	108	14%	602,500	845,000	1,177,500	908,255
Finance	9	1%	--	--	--	--
Human Resources	1	*	--	--	--	--
Information Technology/Information Systems	103	13%	726,000	900,000	1,140,000	950,256
Operations/Manufacturing	35	5%	719,000	850,000	1,020,000	909,168
Project Management Department or PMO	352	46%	690,250	900,000	1,154,781	955,730
Quality Management	4	1%	--	--	--	--
Research and Development	12	2%	455,775	771,275	1,250,000	848,428
Sales/Marketing	4	1%	--	--	--	--
Supply Chain Management/Logistics	8	1%	--	--	--	--
Training/Education	2	*	--	--	--	--
Other	30	4%	672,004	980,000	1,548,288	1,125,629

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	6	1%	--	--	--	--
Business services	4	1%	--	--	--	--
Construction	94	12%	600,000	756,240	1,057,500	859,634
Consulting	85	11%	753,000	1,000,000	1,249,000	1,029,003
Engineering	142	18%	685,500	942,072	1,229,351	1,018,563
Financial services	74	10%	785,970	960,000	1,200,000	1,007,117
Food and beverage	7	1%	--	--	--	--
Government	29	4%	700,000	907,200	1,090,000	890,030
Healthcare	12	2%	534,390	875,000	1,051,728	885,434
Information technology	103	13%	614,400	863,720	1,100,000	884,290
Insurance	5	1%	--	--	--	--
Legal	1	*	--	--	--	--
Manufacturing	37	5%	741,275	890,400	954,973	927,123
Pharmaceuticals	6	1%	--	--	--	--
Real estate	4	1%	--	--	--	--
Resources (Agriculture, Mining, etc.)	52	7%	838,750	1,081,840	1,459,816	1,176,571
Telecommunications	47	6%	600,000	800,000	1,000,000	839,342
Training/education	5	1%	--	--	--	--
Utility	12	2%	633,000	965,000	1,247,668	966,929
Other	46	6%	683,250	842,500	1,330,800	992,993

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	160	21%	726,050	966,940	1,271,999	1,008,234
Construction	296	38%	663,150	900,000	1,225,101	987,525
Engineering	306	40%	677,504	911,500	1,250,000	1,017,988
Information Technology	276	36%	720,000	900,000	1,150,275	944,887
Manufacturing	79	10%	690,000	900,000	1,180,000	987,903
Operations	179	23%	672,000	900,000	1,200,000	974,985
Quality Management	64	8%	600,000	816,000	1,240,000	911,054
Regulatory Compliance	94	12%	722,500	925,000	1,204,000	975,748
Research & Development	56	7%	602,500	836,500	1,095,000	870,752
Supply Chain Management/ Logistics	48	6%	667,750	877,216	1,197,754	963,975
Other	33	4%	722,000	900,000	1,177,854	993,665

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	131	17%	600,000	780,000	1,020,000	861,994
100 to 299	84	11%	655,000	972,000	1,200,000	997,254
300 to 999	86	11%	715,000	928,072	1,248,500	975,636
1,000 to 2,499	86	11%	637,500	840,000	1,106,250	890,302
2,500 to 4,999	72	9%	800,000	935,000	1,333,000	1,018,156
5,000 to 9,999	71	9%	588,000	890,431	1,180,000	934,901
10,000 or more	241	31%	736,000	922,500	1,200,000	1,012,019

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	52	8%	602,250	771,500	957,500	810,796
5-9 people	213	33%	675,909	866,000	1,081,840	903,821
10-14 people	148	23%	660,000	915,500	1,200,000	974,888
15-19 people	63	10%	785,000	1,020,000	1,363,200	1,079,455
20 or more people	163	26%	790,000	997,000	1,400,000	1,129,625

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	83	11%	500,000	740,000	900,000	729,694
\$100,000 to \$499,999	200	28%	600,000	843,372	1,088,850	862,856
\$500,000 to \$999,999	101	14%	687,000	886,144	1,081,840	923,994
\$1 million to \$10 million	203	28%	744,000	930,000	1,200,000	975,238
More than \$10 million	135	19%	900,000	1,200,000	1,551,143	1,282,325

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	170	22%
Yes - Informal	376	49%
No	201	26%
Don't Know	20	3%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	139	26%
Yes - Informal	300	55%
No	92	17%
Don't Know	14	3%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	345	45%
Yes - Informal	228	30%
No	169	22%
Don't Know	17	2%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	18	2%	73	10%	674	88%
Director of Project Management Office (PMO)	3	6%	4	9%	40	85%
Portfolio Manager	4	5%	12	16%	58	79%
Program Manager	3	2%	26	18%	115	80%
Project Manager III	3	1%	17	8%	189	91%
Project Manager II	--	*	3	3%	111	97%
Project Manager I	1	1%	3	4%	76	95%
Project Management Specialist	1	2%	4	9%	39	89%
Project Management Consultant	3	6%	4	8%	46	87%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	30%	443	58%	216	28%
Director of Project Management Office (PMO)	17	36%	30	64%	14	30%
Portfolio Manager	22	30%	49	67%	24	33%
Program Manager	40	27%	97	66%	53	36%
Project Manager III	66	31%	109	52%	57	27%
Project Manager II	40	35%	69	61%	23	20%
Project Manager I	23	29%	40	50%	18	23%
Project Management Specialist	9	20%	20	44%	16	36%
Project Management Consultant	17	31%	29	54%	11	20%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	738	18.8	683	22.2
Director of Project Management Office (PMO)	45	18.0	45	20.7
Portfolio Manager	71	19.1	67	22.6
Program Manager	138	19.3	129	22.4
Project Manager III	203	19.1	189	22.2
Project Manager II	111	19.0	99	23.6
Project Manager I	77	18.2	65	22.5
Project Management Specialist	43	18.5	42	21.4
Project Management Consultant	50	17.2	47	20.4

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	124	16%	419	55%	55	7%
Director of Project Management Office (PMO)	7	15%	23	49%	3	6%
Portfolio Manager	16	22%	44	61%	5	7%
Program Manager	27	19%	80	55%	16	11%
Project Manager III	31	15%	116	56%	13	6%
Project Manager II	13	11%	71	62%	6	5%
Project Manager I	13	16%	40	50%	7	9%
Project Management Specialist	8	18%	24	53%	2	4%
Project Management Consultant	9	17%	21	39%	3	6%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	763	40.8	757	48.1
Director of Project Management Office (PMO)	47	41.1	46	51.8
Portfolio Manager	73	40.8	73	49.2
Program Manager	146	40.4	144	48.8
Project Manager III	209	40.9	206	47.8
Project Manager II	113	40.8	113	46.1
Project Manager I	79	41.4	77	47.8
Project Management Specialist	44	41.5	44	45.8
Project Management Consultant	52	40.0	54	49.4

## Annualized Salary by Position Description - Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	7	6%	--	--	--	--
Portfolio Manager	11	10%	1,100,000	1,464,000	1,700,000	1,421,227
Program Manager	29	25%	892,500	1,133,832	1,425,000	1,146,913
Project Manager III	28	24%	805,500	928,973	1,175,000	979,312
Project Manager II	9	8%	--	--	--	--
Project Manager I	7	6%	--	--	--	--
Project Management Specialist	5	4%	--	--	--	--
Project Management Consultant	19	17%	744,200	960,000	1,200,000	978,600

## Annualized Salary by Position Description - Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	40	6%	864,290	1,108,594	1,500,000	1,250,667
Portfolio Manager	62	9%	872,500	1,065,000	1,311,250	1,126,944
Program Manager	117	18%	808,000	1,000,000	1,245,335	1,076,378
Project Manager III	183	28%	700,000	891,000	1,125,000	942,573
Project Manager II	106	16%	528,500	720,000	960,000	769,210
Project Manager I	73	11%	406,000	587,000	745,000	615,681
Project Management Specialist	40	6%	665,000	841,500	1,237,500	964,034
Project Management Consultant	35	5%	648,000	907,200	1,130,000	912,018



# South Korea

## Total Compensation (in South Korean Won)

COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	290	60,000,000	70,049,620	90,000,000	77,445,241
Total Compensation	290	66,000,000	85,000,000	105,000,000	90,064,329

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

PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	5	2%	Decrease	6	2%
Remained the same	56	19%	Remain the same	34	12%
Increased less than 1%	11	4%	Increase less than 1%	9	3%
Increased 1% to 2.9%	85	29%	Increase 1% to 2.9%	81	28%
Increased 3% to 3.9%	56	19%	Increase 3% to 3.9%	58	20%
Increased 4% to 4.9%	27	9%	Increase 4% to 4.9%	26	9%
Increased 5% to 6.9%	21	7%	Increase 5% to 6.9%	41	14%
Increased 7% to 9.9%	16	6%	Increase 7% to 9.9%	12	4%
Increased 10% to 14.9%	5	2%	Increase 10% to 14.9%	15	5%
Increased 15% to 19.9%	2	1%	Increase 15% to 19.9%	3	1%
Increased 20% to 24.9%	3	1%	Increase 20% to 24.9%	1	*
Increased 25% to 29.9%	1	*	Increase 25% to 29.9%	1	*
Increased 30% or greater	2	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)	13	4%	73,500,000	101,600,000	122,131,548	106,341,086
Portfolio Manager	7	2%	--	--	--	--
Program Manager	34	12%	58,935,340	70,000,000	100,000,000	78,200,129
Project Manager III	44	15%	60,000,000	78,018,952	90,000,000	80,138,957
Project Manager II	34	12%	60,750,000	76,080,204	90,000,000	77,106,979
Project Manager I	84	29%	58,377,461	67,500,000	82,500,000	71,007,318
Project Management Specialist	56	19%	60,000,000	76,113,440	90,000,000	80,191,287
Project Management Consultant	18	6%	51,500,000	63,500,000	89,160,954	75,472,928

## Annualized Salary by Years of Work Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	--	*	--	--	--	--
3 < 5 years	1	*	--	--	--	--
5 < 10 years	35	12%	50,000,000	57,389,040	65,000,000	58,168,448
10 < 15 years	72	25%	55,000,000	61,886,000	72,347,826	66,212,130
15 < 20 years	63	22%	60,000,000	70,000,000	84,000,000	73,774,074
20 years or more	119	41%	75,000,000	90,000,000	100,000,000	92,087,634

Annualized Salary by Technique Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	110	48%	56,702,342	70,000,000	87,810,250	76,346,511
1 to 5 years	70	31%	59,500,000	70,000,000	90,000,000	73,393,834
6 years or more	49	21%	60,000,000	70,000,000	100,000,000	81,662,322
<b>EXTREME PROJECT MANAGEMENT</b>						
None	117	50%	56,968,228	70,000,000	85,500,000	75,172,762
1 to 5 years	60	26%	58,500,000	70,000,000	87,250,000	73,246,992
6 years or more	55	24%	60,000,000	85,000,000	100,000,000	85,509,706
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	42	17%	53,000,000	64,000,000	88,310,250	75,240,766
1 to 5 years	92	38%	57,250,000	70,000,000	86,700,000	74,921,886
6 years or more	109	45%	60,000,000	75,000,000	91,500,000	79,615,458
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	120	51%	58,049,500	70,500,000	90,000,000	77,980,354
1 to 5 years	72	30%	60,000,000	70,000,000	88,240,000	73,942,493
6 years or more	45	19%	60,000,000	70,000,000	95,000,000	80,326,459
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	109	46%	57,468,228	70,000,000	88,000,000	75,050,417
1 to 5 years	72	30%	60,000,000	71,731,884	90,000,000	77,104,607
6 years or more	57	24%	60,000,000	75,000,000	100,000,000	82,089,991
<b>PROGRAM MANAGEMENT</b>						
None	76	32%	56,306,020	68,593,656	84,000,000	71,405,447
1 to 5 years	88	37%	60,000,000	70,000,000	93,672,054	79,550,699
6 years or more	77	32%	56,694,520	70,000,000	90,000,000	79,706,026
<b>EARNED VALUE MANAGEMENT</b>						
None	76	31%	55,000,000	68,000,000	87,560,250	73,493,289
1 to 5 years	95	39%	58,000,000	70,000,000	85,000,000	75,060,249
6 years or more	72	30%	61,443,000	80,633,780	100,000,000	85,206,087
<b>LEAN PROJECT MANAGEMENT</b>						
None	115	49%	56,936,456	70,000,000	88,000,000	76,538,717
1 to 5 years	66	28%	55,000,000	67,500,000	88,080,000	72,031,011
6 years or more	52	22%	65,100,613	80,500,000	100,431,250	87,480,487
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	90	38%	56,637,682	70,000,000	90,000,000	77,741,550
1 to 5 years	79	33%	56,000,000	67,000,000	87,000,000	72,486,852
6 years or more	70	29%	60,000,000	77,000,000	96,992,000	81,271,076
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	111	48%	56,936,456	70,000,000	89,000,000	77,876,456
1 to 5 years	67	29%	57,000,000	66,889,632	90,000,000	73,218,764
6 years or more	52	23%	60,000,000	73,000,000	94,500,000	81,869,124
<b>RISK MANAGEMENT</b>						
None	37	14%	55,370,680	65,000,000	84,800,000	70,016,425
1 to 5 years	107	42%	55,000,000	70,000,000	90,000,000	76,352,137
6 years or more	112	44%	60,250,000	78,000,000	95,474,018	81,394,064
<b>CHANGE MANAGEMENT</b>						
None	47	19%	52,000,000	68,000,000	90,000,000	73,382,819
1 to 5 years	100	41%	59,438,568	70,000,000	88,000,000	75,522,865
6 years or more	97	40%	60,000,000	71,000,000	94,948,036	81,058,343
<b>RESOURCE MANAGEMENT</b>						
None	50	20%	56,977,120	70,500,000	86,250,000	74,894,766
1 to 5 years	97	39%	55,000,000	70,000,000	88,000,000	74,262,790
6 years or more	99	40%	60,000,000	70,000,000	93,896,072	80,996,714

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	11	4%	49,755,828	51,800,000	67,000,000	56,595,984
3 < 5 years	26	9%	54,806,020	65,000,000	84,150,000	70,228,155
5 < 10 years	108	37%	54,000,000	65,000,000	80,750,000	70,493,986
10 < 15 years	72	25%	60,000,000	73,500,000	90,000,000	76,125,573
15 < 20 years	39	13%	70,000,000	83,158,496	100,000,000	90,481,292
20 years or more	34	12%	83,750,000	92,500,000	105,250,000	99,631,473

### 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	6	2%	--	--	--	--
4-year college degree	192	66%	58,049,500	70,000,000	88,000,000	73,622,817
Master's degree	76	26%	60,000,000	81,500,000	99,992,000	83,769,444
Doctoral degree	15	5%	70,000,000	80,000,000	100,000,000	86,427,350

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	64	22%	60,000,000	77,725,536	96,375,000	78,264,276
No degree in PM	225	78%	60,000,000	70,000,000	88,160,000	77,187,584

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	261	90%	60,000,000	72,000,000	90,000,000	78,002,624
PMP for less than 1 year	--	*	--	--	--	--
PMP for 1 < 5 years	102	39%	53,720,432	63,386,000	75,250,000	67,993,924
PMP for 5 < 10 years	78	30%	60,000,000	71,000,000	88,080,000	75,633,862
PMP for 10 < 20 years	76	29%	71,324,430	90,000,000	100,000,000	91,356,097
PMP for 20+ years	5	2%	--	--	--	--
Do not have a PMP certification	29	10%	51,900,000	65,000,000	86,500,000	72,428,798

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	71	25%	58,915,844	75,000,000	90,000,000	81,853,556
5 to 9 days	81	29%	60,000,000	73,000,000	88,160,000	77,712,998
10 days or more	130	46%	57,750,000	70,000,000	90,000,000	75,253,734

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	267	94%	60,000,000	72,000,000	90,000,000	77,447,005
Female	17	6%	50,675,000	58,198,000	69,000,000	62,807,491

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	11	4%	60,000,000	77,160,408	100,000,000	87,316,850
Consulting	22	8%	59,250,000	67,444,816	95,091,974	76,715,466
Customer Service/Public Relations	4	1%	--	--	--	--
Engineering	65	22%	60,000,000	70,000,000	84,800,000	73,781,556
Finance	1	*	--	--	--	--
Human Resources	1	*	--	--	--	--
Information Technology/Information Systems	26	9%	61,725,000	79,145,332	93,875,000	81,769,053
Operations/Manufacturing	10	3%	54,244,977	69,000,000	100,400,000	77,383,855
Project Management Department or PMO	100	34%	56,952,342	75,000,000	90,000,000	79,011,328
Quality Management	21	7%	62,995,750	85,000,000	90,000,000	80,972,052
Research and Development	8	3%	--	--	--	--
Sales/Marketing	7	2%	--	--	--	--
Supply Chain Management/Logistics	8	3%	--	--	--	--
Training/Education	1	*	--	--	--	--
Other	5	2%	--	--	--	--

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	6	2%	--	--	--	--
Business services	4	1%	--	--	--	--
Construction	83	29%	60,000,000	72,000,000	90,000,000	78,247,663
Consulting	11	4%	65,000,000	70,000,000	140,000,000	97,215,668
Engineering	66	23%	60,000,000	72,500,000	90,000,000	77,677,866
Financial services	3	1%	--	--	--	--
Food and beverage	1	*	--	--	--	--
Government	12	4%	49,750,000	70,580,204	117,591,974	79,029,254
Healthcare	2	1%	--	--	--	--
Information technology	40	14%	50,000,000	63,650,000	84,000,000	68,954,572
Insurance	1	*	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	26	9%	52,750,000	60,000,000	75,750,000	66,684,446
Pharmaceuticals	1	*	--	--	--	--
Real estate	2	1%	--	--	--	--
Resources (Agriculture, Mining, etc.)	3	1%	--	--	--	--
Telecommunications	9	3%	--	--	--	--
Training/education	1	*	--	--	--	--
Utility	8	3%	--	--	--	--
Other	11	4%	55,741,360	85,000,000	101,600,000	93,207,260

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	18	6%	60,000,000	79,018,952	113,841,696	88,946,024
Construction	110	38%	60,000,000	75,000,000	99,976,000	82,070,402
Engineering	99	34%	60,000,000	73,000,000	90,000,000	78,636,018
Information Technology	67	23%	58,000,000	72,463,768	90,000,000	76,436,033
Manufacturing	31	11%	53,000,000	60,000,000	70,000,000	67,724,390
Operations	24	8%	60,000,000	72,500,000	90,000,000	79,634,678
Quality Management	24	8%	66,493,625	79,079,248	90,000,000	81,464,176
Regulatory Compliance	7	2%	--	--	--	--
Research & Development	22	8%	55,000,000	68,444,816	85,000,000	72,041,774
Supply Chain Management/Logistics	11	4%	66,000,000	70,000,000	85,000,000	74,220,786
Other	10	3%	60,000,000	70,000,000	85,000,000	73,226,310

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	28	10%	49,898,934	60,000,000	70,074,430	68,125,016
100 to 299	25	9%	50,000,000	60,000,000	70,000,000	63,466,108
300 to 999	58	20%	60,000,000	67,000,000	86,100,000	73,807,177
1,000 to 2,499	43	15%	60,000,000	80,000,000	90,000,000	80,934,357
2,500 to 4,999	36	12%	60,000,000	75,000,000	97,476,000	79,121,143
5,000 to 9,999	40	14%	70,000,000	76,518,952	90,000,000	81,416,706
10,000 or more	60	21%	66,051,839	80,500,000	99,303,500	84,982,398

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	26	15%	58,500,000	70,000,000	88,500,000	75,922,166
5-9 people	66	37%	59,250,000	70,000,000	83,250,000	71,143,958
10-14 people	29	16%	60,000,000	75,000,000	98,250,000	79,410,698
15-19 people	8	5%	--	--	--	--
20 or more people	48	27%	70,000,000	87,060,000	120,000,000	95,457,901

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	25	10%	52,870,680	67,187,312	70,500,000	66,174,002
\$100,000 to \$499,999	45	18%	55,000,000	68,000,000	88,500,000	73,019,677
\$500,000 to \$999,999	31	12%	50,000,000	67,000,000	90,000,000	69,821,624
\$1 million to \$10 million	67	26%	58,915,844	70,000,000	87,000,000	75,472,251
More than \$10 million	87	34%	66,000,000	80,000,000	97,214,000	86,102,544

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	80	28%
Yes - Informal	111	39%
No	66	23%
Don't Know	28	10%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	69	37%
Yes - Informal	106	56%
No	9	5%
Don't Know	5	3%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	102	37%
Yes - Informal	103	37%
No	54	19%
Don't Know	20	7%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	5	2%	12	4%	264	94%
Director of Project Management Office (PMO)	1	8%	--	*	12	92%
Portfolio Manager	--	*	1	17%	5	83%
Program Manager	--	*	1	3%	31	97%
Project Manager III	--	*	1	2%	42	98%
Project Manager II	1	3%	2	6%	31	91%
Project Manager I	3	4%	5	6%	72	90%
Project Management Specialist	--	*	2	4%	53	96%
Project Management Consultant	--	*	--	*	18	100%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	19%	97	34%	118	41%
Director of Project Management Office (PMO)	6	46%	9	69%	8	62%
Portfolio Manager	1	17%	3	50%	4	67%
Program Manager	6	19%	13	41%	12	38%
Project Manager III	10	23%	12	27%	18	41%
Project Manager II	3	9%	9	26%	14	41%
Project Manager I	17	20%	23	28%	27	33%
Project Management Specialist	7	13%	24	43%	26	46%
Project Management Consultant	3	18%	4	24%	9	53%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	270	16.3	246	23.3
Director of Project Management Office (PMO)	13	17.6	12	25.5
Portfolio Manager	6	21.0	6	25.7
Program Manager	30	17.0	28	23.3
Project Manager III	43	16.7	37	23.2
Project Manager II	32	12.5	29	18.1
Project Manager I	77	14.9	70	22.6
Project Management Specialist	52	20.5	50	27.9
Project Management Consultant	17	11.5	14	17.6

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	132	47%	55	20%	41	15%
Director of Project Management Office (PMO)	7	54%	3	23%	3	23%
Portfolio Manager	2	33%	1	17%	2	33%
Program Manager	13	42%	7	23%	4	13%
Project Manager III	21	49%	11	26%	5	12%
Project Manager II	18	53%	6	18%	5	15%
Project Manager I	37	47%	16	21%	11	14%
Project Management Specialist	27	48%	7	13%	7	13%
Project Management Consultant	7	41%	4	24%	4	24%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	283	42.7	281	47.6
Director of Project Management Office (PMO)	13	44.3	13	53.5
Portfolio Manager	6	42.0	6	45.3
Program Manager	32	43.9	32	49.5
Project Manager III	44	42.0	44	48.2
Project Manager II	34	41.6	34	46.6
Project Manager I	80	42.7	78	46.9
Project Management Specialist	56	43.4	56	46.5
Project Management Consultant	18	41.9	18	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)	2	8%	--	--	--	--
Portfolio Manager	1	4%	--	--	--	--
Program Manager	3	12%	--	--	--	--
Project Manager III	8	31%	--	--	--	--
Project Manager II	3	12%	--	--	--	--
Project Manager I	6	23%	--	--	--	--
Project Management Specialist	2	8%	--	--	--	--
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)	11	4%	60,000,000	101,600,000	120,000,000	100,584,919
Portfolio Manager	6	2%	--	--	--	--
Program Manager	31	12%	55,741,360	70,000,000	90,000,000	76,513,379
Project Manager III	36	14%	60,000,000	78,018,952	90,000,000	79,435,738
Project Manager II	31	12%	61,000,000	75,000,000	90,000,000	77,472,170
Project Manager I	78	30%	59,167,529	67,500,000	81,500,000	71,254,786
Project Management Specialist	54	20%	60,000,000	76,113,440	90,000,000	80,661,335
Project Management Consultant	17	6%	51,000,000	62,000,000	84,940,636	71,088,983

# Spain

## Total Compensation (in European Union Euros)

COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	1,308	38,000	46,000	56,000	49,372
Total Compensation	1,308	40,000	50,000	63,000	54,449

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

PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	22	2%	Decrease	13	1%
Remained the same	452	35%	Remain the same	385	29%
Increased less than 1%	99	8%	Increase less than 1%	104	8%
Increased 1% to 2.9%	335	26%	Increase 1% to 2.9%	343	26%
Increased 3% to 3.9%	77	6%	Increase 3% to 3.9%	122	9%
Increased 4% to 4.9%	48	4%	Increase 4% to 4.9%	52	4%
Increased 5% to 6.9%	72	6%	Increase 5% to 6.9%	94	7%
Increased 7% to 9.9%	63	5%	Increase 7% to 9.9%	53	4%
Increased 10% to 14.9%	75	6%	Increase 10% to 14.9%	88	7%
Increased 15% to 19.9%	32	2%	Increase 15% to 19.9%	27	2%
Increased 20% to 24.9%	16	1%	Increase 20% to 24.9%	13	1%
Increased 25% to 29.9%	4	*	Increase 25% to 29.9%	5	*
Increased 30% or greater	13	1%	Increase 30% or greater	9	1%

## Annualized Salary by Position Description

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	75	6%	48,000	60,000	75,000	65,976
Portfolio Manager	70	5%	47,000	55,000	70,000	59,512
Program Manager	180	14%	44,000	52,000	65,000	56,271
Project Manager III	279	21%	40,000	50,000	57,500	51,489
Project Manager II	337	26%	38,000	44,000	52,900	45,863
Project Manager I	201	15%	34,000	40,000	48,000	41,557
Project Management Specialist	87	7%	32,000	42,000	52,000	42,896
Project Management Consultant	79	6%	35,000	40,000	46,000	43,418

## 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	19	1%	25,000	28,500	30,767	27,882
5 < 10 years	137	10%	33,000	39,000	45,000	39,530
10 < 15 years	289	22%	35,900	43,000	50,000	44,021
15 < 20 years	352	27%	38,000	48,000	56,094	49,212
20 years or more	504	39%	42,000	52,000	65,000	56,315



## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	422	35%	37,000	45,000	55,000	47,753
1 to 5 years	586	49%	39,000	47,000	55,000	49,146
6 years or more	195	16%	40,000	50,000	62,000	53,242
<b>EXTREME PROJECT MANAGEMENT</b>						
None	824	69%	38,000	45,000	55,000	48,648
1 to 5 years	232	20%	38,000	46,000	55,750	48,961
6 years or more	130	11%	40,075	50,000	64,250	54,467
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	336	28%	37,885	45,000	55,000	47,375
1 to 5 years	437	37%	37,000	45,000	53,000	46,572
6 years or more	424	35%	40,000	50,000	62,000	54,091
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	709	61%	38,000	46,000	56,000	49,072
1 to 5 years	266	23%	37,000	45,000	53,894	47,060
6 years or more	194	17%	40,000	50,000	61,250	53,184
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	574	48%	36,000	43,000	52,000	45,804
1 to 5 years	364	30%	40,000	48,000	56,000	50,414
6 years or more	260	22%	41,250	51,650	65,000	56,418
<b>PROGRAM MANAGEMENT</b>						
None	398	33%	35,000	42,000	50,000	43,963
1 to 5 years	440	36%	39,000	46,000	56,000	48,932
6 years or more	377	31%	42,000	52,000	65,000	55,933
<b>EARNED VALUE MANAGEMENT</b>						
None	378	32%	36,000	42,750	52,000	45,699
1 to 5 years	491	41%	38,000	45,000	55,000	48,127
6 years or more	331	28%	41,000	51,000	64,000	55,663
<b>LEAN PROJECT MANAGEMENT</b>						
None	592	49%	38,000	45,000	55,438	48,694
1 to 5 years	423	35%	38,000	46,000	56,000	49,242
6 years or more	184	15%	40,000	50,000	60,000	52,127
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	531	45%	37,846	45,000	56,000	48,239
1 to 5 years	364	31%	38,000	44,250	53,000	47,502
6 years or more	289	24%	40,000	50,000	60,000	53,816
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	358	30%	36,000	45,000	56,000	48,399
1 to 5 years	329	28%	35,750	42,000	52,000	45,743
6 years or more	509	43%	41,500	50,000	60,000	52,339
<b>RISK MANAGEMENT</b>						
None	197	16%	32,000	40,000	50,000	42,720
1 to 5 years	506	42%	38,000	44,750	53,000	47,202
6 years or more	507	42%	42,000	51,000	62,000	54,609
<b>CHANGE MANAGEMENT</b>						
None	215	18%	35,000	43,000	55,000	46,506
1 to 5 years	510	43%	37,000	44,150	54,000	46,667
6 years or more	472	39%	41,000	50,000	60,000	53,383
<b>RESOURCE MANAGEMENT</b>						
None	163	14%	34,000	40,000	52,000	44,918
1 to 5 years	474	39%	36,000	43,000	52,000	46,117
6 years or more	569	47%	42,000	50,000	60,000	53,575

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	62	5%	27,000	35,000	42,250	36,227
3 < 5 years	122	9%	32,000	38,000	47,000	39,949
5 < 10 years	453	35%	37,500	43,500	52,000	45,424
10 < 15 years	375	29%	40,000	50,000	60,000	51,596
15 < 20 years	211	16%	45,000	54,000	65,000	57,498
20 years or more	85	6%	46,500	59,000	72,000	63,550

### Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	58	4%	40,000	49,000	55,347	51,481
Some college or Associate's degree	31	2%	38,000	45,000	56,515	49,690
4-year college degree	256	20%	36,000	43,000	54,000	46,775
Master's degree	862	66%	39,000	46,000	56,183	49,505
Doctoral degree	101	8%	40,000	50,000	62,500	53,512

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	533	41%	38,000	45,000	55,000	47,981
No degree in PM	768	59%	39,000	47,000	57,000	50,389

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	1,095	84%	40,000	48,000	57,000	50,295
PMP for less than 1 year	27	3%	32,000	42,000	43,000	48,229
PMP for 1 < 5 years	636	59%	38,000	45,000	55,000	47,809
PMP for 5 < 10 years	345	32%	42,000	50,000	60,000	52,881
PMP for 10 < 20 years	66	6%	50,000	60,000	72,500	62,375
PMP for 20+ years	1	*	--	--	--	--
Do not have a PMP certification	213	16%	35,000	41,944	51,850	44,626

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	525	41%	37,000	45,000	55,000	48,445
5 to 9 days	333	26%	40,000	48,000	59,250	52,181
10 days or more	435	34%	38,000	45,000	56,000	48,472

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	1,012	79%	40,000	48,000	57,000	50,550
Female	277	21%	35,000	42,000	54,000	44,970

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	102	8%	39,000	50,000	62,500	52,526
Consulting	126	10%	38,000	44,575	54,250	48,361
Customer Service/Public Relations	11	1%	45,000	60,000	75,000	63,000
Engineering	208	16%	38,241	45,323	55,000	47,900
Finance	20	2%	40,250	45,500	50,000	46,175
Human Resources	5	*	--	--	--	--
Information Technology/Information Systems	284	22%	38,000	44,000	53,000	47,458
Operations/Manufacturing	65	5%	39,000	52,000	65,500	55,628
Project Management Department or PMO	339	26%	40,000	48,000	59,800	50,485
Quality Management	14	1%	32,125	41,000	51,000	42,243
Research and Development	62	5%	34,000	41,500	53,500	44,695
Sales/Marketing	23	2%	37,000	46,000	50,000	45,622
Supply Chain Management/Logistics	10	1%	34,750	42,500	59,000	48,196
Training/Education	3	*	--	--	--	--
Other	36	3%	38,250	50,270	61,500	52,970

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	76	6%	40,000	49,150	56,019	49,820
Business services	13	1%	37,000	42,000	48,500	44,343
Construction	97	7%	39,250	50,000	65,000	53,250
Consulting	135	10%	36,720	45,000	55,000	48,662
Engineering	209	16%	39,000	48,000	56,000	49,134
Financial services	46	4%	41,000	48,000	60,000	51,805
Food and beverage	9	1%	--	--	--	--
Government	46	4%	39,750	45,000	52,825	47,799
Healthcare	24	2%	32,500	40,500	52,000	46,558
Information technology	305	23%	38,000	43,500	54,500	47,335
Insurance	16	1%	44,250	48,000	53,750	48,438
Legal	1	*	--	--	--	--
Manufacturing	52	4%	36,250	48,000	54,750	47,564
Pharmaceuticals	18	1%	40,250	54,500	62,450	54,656
Real estate	7	1%	--	--	--	--
Resources (Agriculture, Mining, etc.)	17	1%	38,350	47,000	65,500	54,335
Telecommunications	102	8%	38,653	47,500	59,250	50,327
Training/education	4	*	--	--	--	--
Utility	25	2%	45,000	54,000	64,000	57,806
Other	106	8%	38,886	47,750	58,250	50,706

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	270	21%	40,000	49,000	60,000	51,334
Construction	219	17%	40,000	50,000	62,800	54,627
Engineering	419	32%	39,955	47,000	57,000	49,909
Information Technology	617	47%	39,113	47,000	55,000	49,357
Manufacturing	88	7%	38,705	47,500	56,000	48,935
Operations	209	16%	38,000	47,000	60,000	51,364
Quality Management	77	6%	35,500	43,000	54,000	47,234
Regulatory Compliance	66	5%	40,000	50,000	68,970	55,726
Research & Development	152	12%	34,250	41,000	54,750	45,167
Supply Chain Management/ Logistics	71	5%	38,000	45,000	55,000	48,154
Other	60	5%	36,250	44,500	60,000	50,081

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	172	13%	33,000	40,000	50,000	43,891
100 to 299	137	10%	34,000	43,000	55,000	46,519
300 to 999	162	12%	37,000	45,000	55,000	47,280
1,000 to 2,499	155	12%	38,000	45,000	54,000	47,734
2,500 to 4,999	138	11%	39,000	46,000	55,000	49,570
5,000 to 9,999	87	7%	40,000	48,000	60,000	51,845
10,000 or more	457	35%	42,000	50,000	60,000	53,057

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	215	20%	36,000	42,000	52,000	45,043
5-9 people	386	35%	37,375	45,000	53,327	47,928
10-14 people	198	18%	41,000	50,000	60,000	53,509
15-19 people	93	9%	39,000	50,000	57,258	51,062
20 or more people	196	18%	45,000	54,800	68,000	58,204

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	186	15%	35,000	40,000	48,000	42,100
\$100,000 to \$499,999	362	29%	36,000	45,000	52,000	45,951
\$500,000 to \$999,999	189	15%	40,000	48,000	56,383	50,752
\$1 million to \$10 million	341	28%	40,000	50,000	60,000	51,716
More than \$10 million	151	12%	47,000	57,000	71,000	62,025

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	254	20%
Yes - Informal	455	35%
No	501	39%
Don't Know	89	7%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	194	28%
Yes - Informal	362	51%
No	100	14%
Don't Know	47	7%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	375	29%
Yes - Informal	420	33%
No	411	32%
Don't Know	80	6%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	25	2%	50	4%	1,220	94%
Director of Project Management Office (PMO)	1	1%	7	9%	66	89%
Portfolio Manager	2	3%	6	9%	61	88%
Program Manager	7	4%	12	7%	157	89%
Project Manager III	9	3%	8	3%	261	94%
Project Manager II	2	1%	9	3%	325	97%
Project Manager I	3	2%	5	3%	189	96%
Project Management Specialist	1	1%	3	3%	83	95%
Project Management Consultant	--	*	--	*	78	100%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	15%	878	68%	493	38%
Director of Project Management Office (PMO)	21	28%	57	76%	28	37%
Portfolio Manager	17	24%	58	83%	37	53%
Program Manager	36	20%	141	79%	76	42%
Project Manager III	34	12%	194	70%	97	35%
Project Manager II	41	12%	241	72%	132	39%
Project Manager I	25	13%	107	55%	69	35%
Project Management Specialist	13	15%	43	49%	27	31%
Project Management Consultant	5	6%	37	47%	27	35%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	1,227	20.5	1,143	21.5
Director of Project Management Office (PMO)	73	21.5	67	23.4
Portfolio Manager	65	20.3	63	21.0
Program Manager	164	20.1	152	21.8
Project Manager III	265	20.7	258	21.9
Project Manager II	314	20.4	294	20.7
Project Manager I	189	20.5	167	21.6
Project Management Specialist	83	22.2	75	24.0
Project Management Consultant	74	18.4	67	18.6

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	162	13%	178	14%	74	6%
Director of Project Management Office (PMO)	6	8%	9	12%	5	7%
Portfolio Manager	9	13%	11	16%	4	6%
Program Manager	22	13%	32	18%	12	7%
Project Manager III	39	14%	44	16%	17	6%
Project Manager II	46	14%	37	11%	17	5%
Project Manager I	20	10%	26	13%	11	6%
Project Management Specialist	14	16%	11	13%	4	5%
Project Management Consultant	6	8%	8	10%	4	5%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	1,296	40.0	1,282	45.3
Director of Project Management Office (PMO)	74	39.7	73	46.6
Portfolio Manager	70	39.9	70	46.6
Program Manager	176	39.9	175	45.9
Project Manager III	277	40.1	279	45.6
Project Manager II	335	39.9	324	45.2
Project Manager I	199	40.2	197	44.4
Project Management Specialist	86	40.4	86	44.8
Project Management Consultant	79	39.6	78	43.2

## Annualized Salary by Position Description - Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	12	8%	35,250	50,000	88,750	68,000
Portfolio Manager	14	9%	43,750	52,250	71,250	56,756
Program Manager	18	12%	40,000	50,000	66,750	57,747
Project Manager III	30	19%	45,000	55,000	84,000	61,577
Project Manager II	33	21%	40,000	43,000	60,000	49,820
Project Manager I	24	16%	27,275	37,500	50,750	39,492
Project Management Specialist	8	5%	--	--	--	--
Project Management Consultant	15	10%	36,000	45,000	80,000	54,933

## Annualized Salary by Position Description - Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	63	5%	50,000	60,000	75,000	65,590
Portfolio Manager	56	5%	47,000	55,000	70,000	60,201
Program Manager	162	14%	44,000	52,000	65,000	56,107
Project Manager III	249	22%	39,500	48,000	56,000	50,274
Project Manager II	304	26%	38,000	44,000	52,000	45,433
Project Manager I	177	15%	35,000	40,000	48,000	41,837
Project Management Specialist	79	7%	32,000	42,000	51,000	42,746
Project Management Consultant	64	6%	35,000	40,000	45,000	40,719

# Sweden

## Total Compensation (in Swedish Kronor)

COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	463	564,000	650,000	750,000	674,059
Total Compensation	463	586,000	685,000	800,000	720,395

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

PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	13	3%	Decrease	7	2%
Remained the same	87	19%	Remain the same	58	13%
Increased less than 1%	21	5%	Increase less than 1%	20	4%
Increased 1% to 2.9%	207	45%	Increase 1% to 2.9%	249	54%
Increased 3% to 3.9%	52	11%	Increase 3% to 3.9%	64	14%
Increased 4% to 4.9%	17	4%	Increase 4% to 4.9%	21	5%
Increased 5% to 6.9%	20	4%	Increase 5% to 6.9%	21	5%
Increased 7% to 9.9%	10	2%	Increase 7% to 9.9%	6	1%
Increased 10% to 14.9%	21	5%	Increase 10% to 14.9%	10	2%
Increased 15% to 19.9%	9	2%	Increase 15% to 19.9%	3	1%
Increased 20% to 24.9%	1	*	Increase 20% to 24.9%	--	*
Increased 25% to 29.9%	2	*	Increase 25% to 29.9%	--	*
Increased 30% or greater	3	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)	24	5%	669,000	795,000	1,000,000	859,325
Portfolio Manager	17	4%	685,000	724,000	780,000	736,548
Program Manager	57	12%	601,500	722,000	809,500	719,281
Project Manager III	158	34%	594,924	671,500	770,000	695,721
Project Manager II	110	24%	549,500	600,000	661,250	615,745
Project Manager I	33	7%	496,000	582,000	657,682	576,476
Project Management Specialist	14	3%	480,000	537,000	648,500	568,379
Project Management Consultant	50	11%	537,000	600,000	751,500	666,169

## Annualized Salary by Years of Work Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	--	*	--	--	--	--
3 < 5 years	7	2%	--	--	--	--
5 < 10 years	34	7%	448,500	527,500	577,000	549,284
10 < 15 years	65	14%	534,000	600,000	668,500	604,939
15 < 20 years	78	17%	540,000	600,000	670,500	614,503
20 years or more	279	60%	604,000	700,000	804,000	726,790

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	116	26%	540,650	603,000	720,000	644,980
1 to 5 years	230	52%	563,000	650,000	746,250	669,806
6 years or more	93	21%	600,000	700,000	807,864	724,889
<b>EXTREME PROJECT MANAGEMENT</b>						
None	302	72%	564,000	650,000	745,000	668,680
1 to 5 years	73	17%	535,000	600,360	760,000	655,082
6 years or more	45	11%	600,000	715,000	773,500	728,622
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	115	27%	576,000	650,000	780,000	681,651
1 to 5 years	130	30%	513,162	600,000	720,000	625,090
6 years or more	182	43%	600,000	684,500	780,000	707,751
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	282	67%	564,000	648,750	750,000	674,564
1 to 5 years	81	19%	557,000	672,000	750,000	670,686
6 years or more	61	14%	600,000	685,000	765,000	696,822
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	182	42%	560,000	637,022	720,000	649,395
1 to 5 years	159	37%	550,000	650,000	750,000	669,126
6 years or more	92	21%	600,750	709,000	848,657	749,392
<b>PROGRAM MANAGEMENT</b>						
None	142	32%	540,000	611,000	716,732	637,427
1 to 5 years	179	41%	564,000	648,000	750,000	662,668
6 years or more	116	27%	602,500	720,000	840,000	751,868
<b>EARNED VALUE MANAGEMENT</b>						
None	147	34%	550,000	640,000	730,000	660,114
1 to 5 years	157	36%	545,000	600,348	747,500	655,085
6 years or more	127	29%	622,000	700,000	800,000	718,111
<b>LEAN PROJECT MANAGEMENT</b>						
None	197	45%	556,000	640,000	747,500	669,111
1 to 5 years	159	37%	564,000	650,000	750,000	661,374
6 years or more	77	18%	624,000	715,800	790,000	718,721
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	158	37%	551,500	650,000	750,000	661,844
1 to 5 years	140	33%	550,000	623,000	721,500	654,153
6 years or more	129	30%	600,000	708,000	807,864	716,527
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	55	12%	550,000	604,000	760,000	665,045
1 to 5 years	95	21%	512,000	576,000	680,000	588,676
6 years or more	293	66%	600,000	670,000	783,000	704,997
<b>RISK MANAGEMENT</b>						
None	20	5%	500,400	567,000	684,000	582,830
1 to 5 years	125	29%	526,500	600,000	700,000	633,307
6 years or more	293	67%	600,000	680,000	780,000	702,833
<b>CHANGE MANAGEMENT</b>						
None	43	10%	497,508	564,000	650,000	584,152
1 to 5 years	140	32%	531,000	600,000	670,250	621,026
6 years or more	253	58%	600,000	700,764	800,000	722,805
<b>RESOURCE MANAGEMENT</b>						
None	21	5%	533,000	576,000	682,000	600,610
1 to 5 years	131	30%	528,000	582,000	665,364	616,177
6 years or more	284	65%	600,000	698,116	795,522	707,619



### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	11	2%	404,000	501,600	571,800	586,830
3 < 5 years	32	7%	450,270	540,000	600,000	544,978
5 < 10 years	103	22%	523,500	570,000	650,000	597,949
10 < 15 years	117	25%	571,500	647,455	744,500	666,775
15 < 20 years	99	21%	650,000	700,000	800,000	729,124
20 years or more	101	22%	626,000	740,000	840,000	756,538

### Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	16	3%	522,750	600,600	740,750	629,546
Some college or Associate's degree	46	10%	573,750	645,255	751,500	670,094
4-year college degree	92	20%	564,500	629,000	720,000	650,002
Master's degree	291	63%	560,000	660,000	770,000	679,249
Doctoral degree	18	4%	615,000	690,503	834,300	762,827

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	64	14%	532,500	600,180	720,000	637,985
No degree in PM	396	86%	570,450	660,000	756,000	680,939

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	385	83%	570,900	660,000	760,000	683,869
PMP for less than 1 year	5	1%	--	--	--	--
PMP for 1 < 5 years	175	46%	564,000	625,000	720,000	649,407
PMP for 5 < 10 years	119	31%	600,000	684,000	780,000	704,736
PMP for 10 < 20 years	80	21%	614,500	710,000	815,750	729,806
PMP for 20+ years	2	1%	--	--	--	--
Do not have a PMP certification	78	17%	514,555	591,000	720,000	625,638

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	227	50%	552,000	645,000	732,000	667,720
5 to 9 days	147	32%	591,713	661,536	780,000	689,340
10 days or more	84	18%	564,500	660,000	750,000	674,081

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	321	71%	568,800	660,000	775,000	682,646
Female	128	29%	550,000	616,200	709,500	645,999

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	31	7%	550,000	600,000	745,000	641,437
Consulting	73	16%	558,000	648,000	744,500	655,248
Customer Service/Public Relations	2	*	--	--	--	--
Engineering	38	8%	496,131	535,000	687,000	580,885
Finance	9	2%	--	--	--	--
Human Resources	--	*	--	--	--	--
Information Technology/Information Systems	51	11%	550,000	660,000	732,000	668,439
Operations/Manufacturing	13	3%	540,631	576,000	727,000	626,097
Project Management Department or PMO	169	37%	600,000	670,000	799,348	713,758
Quality Management	6	1%	--	--	--	--
Research and Development	47	10%	582,000	647,455	756,000	677,435
Sales/Marketing	8	2%	--	--	--	--
Supply Chain Management/Logistics	6	1%	--	--	--	--
Training/Education	2	*	--	--	--	--
Other	8	2%	--	--	--	--

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	5	1%	--	--	--	--
Business services	--	*	--	--	--	--
Construction	19	4%	500,000	564,000	704,840	636,307
Consulting	82	18%	547,500	629,600	750,000	657,389
Engineering	81	17%	568,750	650,000	758,000	675,113
Financial services	12	3%	600,000	675,000	915,000	779,333
Food and beverage	14	3%	600,000	700,000	777,174	696,505
Government	16	3%	582,000	600,000	671,500	624,105
Healthcare	9	2%	--	--	--	--
Information technology	80	17%	554,000	660,000	722,750	665,463
Insurance	3	1%	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	35	8%	523,500	600,000	720,000	615,452
Pharmaceuticals	14	3%	600,178	695,000	826,000	705,658
Real estate	1	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	1	*	--	--	--	--
Telecommunications	36	8%	609,828	714,000	819,000	735,402
Training/education	2	*	--	--	--	--
Utility	8	2%	--	--	--	--
Other	45	10%	573,000	696,000	811,000	708,366

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	118	26%	600,000	686,564	762,500	699,292
Construction	62	13%	540,000	630,600	800,000	690,901
Engineering	159	34%	550,000	625,000	770,000	665,136
Information Technology	207	45%	576,000	662,000	750,000	690,014
Manufacturing	53	11%	553,000	650,000	760,000	661,335
Operations	69	15%	560,000	690,084	795,798	695,429
Quality Management	43	9%	567,600	660,000	756,000	663,251
Regulatory Compliance	29	6%	623,156	720,000	840,000	740,163
Research & Development	98	21%	581,500	654,500	786,399	694,682
Supply Chain Management/ Logistics	36	8%	547,846	697,500	765,000	680,225
Other	20	4%	570,000	652,500	750,000	690,498

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	82	18%	517,772	600,000	720,000	632,060
100 to 299	19	4%	570,000	600,000	713,000	682,874
300 to 999	48	10%	532,500	633,800	744,590	667,085
1,000 to 2,499	37	8%	576,000	648,000	721,000	672,740
2,500 to 4,999	29	6%	541,931	672,000	762,500	666,550
5,000 to 9,999	24	5%	542,500	589,200	697,032	653,901
10,000 or more	224	48%	594,223	665,182	779,250	693,531

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	25	6%	442,000	525,000	709,064	594,233
5-9 people	123	31%	550,000	604,000	705,000	644,070
10-14 people	87	22%	564,000	649,932	744,000	653,834
15-19 people	48	12%	586,000	690,000	796,899	730,325
20 or more people	109	28%	621,656	720,000	819,000	730,422

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	30	7%	489,000	600,000	665,091	617,989
\$100,000 to \$499,999	95	23%	550,000	606,000	720,000	641,690
\$500,000 to \$999,999	85	20%	564,000	650,000	741,679	671,334
\$1 million to \$10 million	136	33%	600,000	671,000	780,000	693,686
More than \$10 million	70	17%	569,000	720,000	831,000	723,778

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	119	26%
Yes - Informal	149	32%
No	160	35%
Don't Know	33	7%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	47	18%
Yes - Informal	92	35%
No	89	33%
Don't Know	38	14%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	174	38%
Yes - Informal	147	32%
No	110	24%
Don't Know	26	6%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	13	3%	43	9%	404	88%
Director of Project Management Office (PMO)	--	*	2	8%	22	92%
Portfolio Manager	2	12%	6	35%	9	53%
Program Manager	1	2%	4	7%	52	91%
Project Manager III	7	4%	17	11%	133	85%
Project Manager II	1	1%	10	9%	99	90%
Project Manager I	--	*	--	*	32	100%
Project Management Specialist	--	*	1	7%	13	93%
Project Management Consultant	2	4%	3	6%	44	90%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	19%	380	82%	107	23%
Director of Project Management Office (PMO)	4	17%	21	88%	9	38%
Portfolio Manager	9	53%	12	71%	1	6%
Program Manager	13	23%	49	86%	11	19%
Project Manager III	25	16%	123	78%	36	23%
Project Manager II	17	15%	96	87%	25	23%
Project Manager I	4	13%	27	84%	5	16%
Project Management Specialist	1	7%	12	86%	5	36%
Project Management Consultant	13	26%	40	80%	15	30%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	443	28.1	419	29.4
Director of Project Management Office (PMO)	24	30.2	21	30.5
Portfolio Manager	17	29.6	17	31.0
Program Manager	53	28.0	54	29.4
Project Manager III	152	28.2	144	30.4
Project Manager II	105	27.7	101	28.2
Project Manager I	32	25.7	25	24.4
Project Management Specialist	11	26.4	12	31.6
Project Management Consultant	49	29.1	45	30.3

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	281	61%	121	26%	88	19%
Director of Project Management Office (PMO)	18	75%	8	33%	3	13%
Portfolio Manager	10	59%	3	18%	4	24%
Program Manager	34	60%	20	35%	12	21%
Project Manager III	101	64%	41	26%	23	15%
Project Manager II	69	64%	24	22%	23	21%
Project Manager I	16	52%	6	19%	9	29%
Project Management Specialist	7	50%	3	21%	5	36%
Project Management Consultant	26	54%	16	33%	9	19%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	459	39.8	459	43.0
Director of Project Management Office (PMO)	24	39.7	24	45.1
Portfolio Manager	17	39.5	17	43.9
Program Manager	57	39.8	57	43.9
Project Manager III	157	39.7	158	42.9
Project Manager II	109	39.9	108	42.5
Project Manager I	31	39.9	32	41.5
Project Management Specialist	14	41.4	14	44.6
Project Management Consultant	50	39.7	49	42.1

## Annualized Salary by Position Description - Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	5	7%	--	--	--	--
Portfolio Manager	1	1%	--	--	--	--
Program Manager	11	16%	672,000	745,380	780,000	709,340
Project Manager III	22	32%	509,380	600,000	775,000	704,719
Project Manager II	9	13%	--	--	--	--
Project Manager I	5	7%	--	--	--	--
Project Management Specialist	1	1%	--	--	--	--
Project Management Consultant	15	22%	500,000	600,000	700,000	630,485

## 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%	660,000	840,000	1,100,000	883,832
Portfolio Manager	16	4%	678,000	737,000	780,000	738,832
Program Manager	46	12%	600,000	720,000	822,023	721,658
Project Manager III	136	35%	600,000	679,000	770,000	694,266
Project Manager II	101	26%	540,631	600,000	660,000	607,322
Project Manager I	28	7%	506,250	585,000	649,875	576,025
Project Management Specialist	13	3%	460,000	534,000	649,000	566,584
Project Management Consultant	35	9%	552,000	630,000	756,000	681,462

# Switzerland

## Total Compensation (in Swiss Francs)

COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	539	111,000	130,000	148,000	133,636
Total Compensation	539	119,500	141,750	166,000	147,959

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

PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	21	4%	Decrease	16	3%
Remained the same	193	36%	Remain the same	189	35%
Increased less than 1%	61	11%	Increase less than 1%	55	10%
Increased 1% to 2.9%	132	24%	Increase 1% to 2.9%	137	25%
Increased 3% to 3.9%	34	6%	Increase 3% to 3.9%	34	6%
Increased 4% to 4.9%	16	3%	Increase 4% to 4.9%	21	4%
Increased 5% to 6.9%	19	4%	Increase 5% to 6.9%	26	5%
Increased 7% to 9.9%	20	4%	Increase 7% to 9.9%	19	4%
Increased 10% to 14.9%	16	3%	Increase 10% to 14.9%	24	4%
Increased 15% to 19.9%	6	1%	Increase 15% to 19.9%	5	1%
Increased 20% to 24.9%	8	1%	Increase 20% to 24.9%	5	1%
Increased 25% to 29.9%	6	1%	Increase 25% to 29.9%	2	*
Increased 30% or greater	7	1%	Increase 30% or greater	6	1%

## Annualized Salary by Position Description

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	35	6%	115,000	148,000	171,835	151,093
Portfolio Manager	27	5%	130,000	150,000	180,000	166,134
Program Manager	111	21%	123,200	140,000	160,000	144,857
Project Manager III	141	26%	120,000	135,000	148,000	137,876
Project Manager II	128	24%	105,570	120,000	130,000	119,284
Project Manager I	55	10%	101,000	112,000	120,000	112,281
Project Management Specialist	13	2%	100,000	118,000	140,000	120,216
Project Management Consultant	29	5%	116,000	128,000	145,000	128,600

## Annualized Salary by Years of Work Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	1	*	--	--	--	--
3 < 5 years	8	1%	--	--	--	--
5 < 10 years	76	14%	98,500	110,450	125,000	113,297
10 < 15 years	128	24%	106,095	120,000	140,000	123,508
15 < 20 years	103	19%	115,600	130,000	145,000	132,833
20 years or more	223	41%	125,000	140,000	160,000	147,938

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	118	23%	110,000	121,000	142,000	126,582
1 to 5 years	286	57%	110,875	129,000	145,000	132,089
6 years or more	100	20%	123,650	140,000	156,750	147,959
<b>EXTREME PROJECT MANAGEMENT</b>						
None	377	76%	110,000	127,000	145,000	131,280
1 to 5 years	79	16%	120,000	135,000	145,000	137,183
6 years or more	43	9%	127,900	140,000	156,000	148,617
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	152	30%	110,000	127,500	142,750	131,903
1 to 5 years	196	39%	106,200	120,500	142,375	126,665
6 years or more	158	31%	125,000	140,000	152,625	143,917
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	364	74%	112,000	130,000	145,000	133,560
1 to 5 years	91	18%	110,000	130,000	145,000	133,384
6 years or more	40	8%	120,000	140,000	150,000	135,395
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	190	38%	105,000	120,000	140,000	123,124
1 to 5 years	196	39%	112,035	130,000	148,000	132,104
6 years or more	118	23%	129,500	145,000	160,000	155,311
<b>PROGRAM MANAGEMENT</b>						
None	158	31%	104,000	118,552	130,125	118,930
1 to 5 years	215	42%	112,000	130,000	148,000	131,843
6 years or more	138	27%	125,000	140,000	168,500	153,636
<b>EARNED VALUE MANAGEMENT</b>						
None	210	42%	109,750	124,000	141,250	127,707
1 to 5 years	191	38%	110,500	130,000	145,000	131,179
6 years or more	101	20%	125,500	142,000	159,000	151,688
<b>LEAN PROJECT MANAGEMENT</b>						
None	230	46%	108,000	125,000	143,250	128,189
1 to 5 years	192	38%	115,000	130,000	145,000	133,980
6 years or more	79	16%	125,000	142,000	160,000	149,655
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	263	52%	110,000	127,000	145,000	131,519
1 to 5 years	154	31%	110,875	129,500	150,000	134,292
6 years or more	87	17%	125,000	135,000	150,000	140,447
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	97	19%	105,000	119,000	143,000	126,346
1 to 5 years	163	32%	103,000	117,560	135,000	119,033
6 years or more	248	49%	126,250	140,000	155,786	146,372
<b>RISK MANAGEMENT</b>						
None	53	10%	100,500	117,000	128,750	117,260
1 to 5 years	222	44%	105,000	120,000	140,000	122,649
6 years or more	233	46%	126,500	140,000	157,650	147,748
<b>CHANGE MANAGEMENT</b>						
None	48	9%	104,000	120,500	140,000	122,765
1 to 5 years	234	46%	105,000	120,000	140,000	123,293
6 years or more	231	45%	124,000	140,000	156,000	146,688
<b>RESOURCE MANAGEMENT</b>						
None	49	10%	104,500	120,000	140,000	120,032
1 to 5 years	219	43%	105,000	120,000	140,000	121,874
6 years or more	243	48%	125,000	140,000	156,000	146,496

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	19	4%	90,000	101,400	110,500	101,128
3 < 5 years	64	12%	100,000	110,250	125,000	112,183
5 < 10 years	186	35%	106,035	123,000	140,000	125,174
10 < 15 years	137	25%	125,500	140,000	150,000	142,847
15 < 20 years	67	12%	125,000	140,000	156,000	143,598
20 years or more	66	12%	124,000	146,500	176,250	158,410

### Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	19	4%	100,000	120,000	143,000	132,484
Some college or Associate's degree	13	2%	111,500	127,000	160,000	140,708
4-year college degree	93	17%	110,000	130,000	149,500	131,730
Master's degree	335	62%	112,000	130,000	145,000	132,911
Doctoral degree	79	15%	112,000	130,000	158,000	138,066

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	97	18%	110,000	128,000	149,000	132,247
No degree in PM	439	82%	111,000	130,000	146,900	133,881

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	431	80%	115,000	131,000	150,000	136,341
PMP for less than 1 year	13	3%	83,700	115,000	125,250	111,916
PMP for 1 < 5 years	237	56%	110,000	126,000	141,500	128,595
PMP for 5 < 10 years	115	27%	125,000	140,000	158,000	142,493
PMP for 10 < 20 years	60	14%	135,000	147,500	160,000	158,889
PMP for 20+ years	2	*	--	--	--	--
Do not have a PMP certification	108	20%	100,000	120,000	135,750	122,840

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	251	47%	112,000	129,000	145,000	133,409
5 to 9 days	157	30%	113,070	130,000	148,000	132,878
10 days or more	122	23%	110,000	135,000	150,000	135,640

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	405	77%	112,570	130,000	148,000	135,243
Female	120	23%	110,000	125,000	145,000	128,010



## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	25	5%	110,200	126,000	152,000	136,890
Consulting	48	9%	114,250	137,500	150,000	137,716
Customer Service/Public Relations	10	2%	93,000	105,700	140,500	113,040
Engineering	58	11%	107,325	121,600	144,250	128,214
Finance	13	2%	120,250	140,000	180,000	149,731
Human Resources	5	1%	--	--	--	--
Information Technology/Information Systems	130	24%	120,000	134,500	150,000	136,682
Operations/Manufacturing	16	3%	106,250	124,000	150,600	129,350
Project Management Department or PMO	122	23%	112,375	129,500	145,000	132,598
Quality Management	10	2%	109,750	117,000	128,000	124,961
Research and Development	54	10%	110,000	125,000	140,500	130,785
Sales/Marketing	20	4%	102,250	132,500	145,000	130,298
Supply Chain Management/Logistics	7	1%	--	--	--	--
Training/Education	--	*	--	--	--	--
Other	21	4%	119,500	126,000	140,000	130,333

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	15	3%	115,000	124,000	140,000	130,853
Business services	2	*	--	--	--	--
Construction	7	1%	--	--	--	--
Consulting	38	7%	116,920	126,500	160,000	142,910
Engineering	51	9%	105,000	117,000	132,000	119,306
Financial services	76	14%	115,750	135,500	150,000	139,717
Food and beverage	29	5%	103,500	130,000	150,400	131,211
Government	7	1%	--	--	--	--
Healthcare	37	7%	110,000	128,000	144,813	127,925
Information technology	84	16%	115,000	130,000	146,425	129,786
Insurance	7	1%	--	--	--	--
Legal	1	*	--	--	--	--
Manufacturing	31	6%	104,000	118,105	130,000	128,649
Pharmaceuticals	64	12%	120,000	140,000	155,750	142,877
Real estate	2	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	5	1%	--	--	--	--
Telecommunications	24	4%	124,250	138,000	147,500	132,102
Training/education	3	1%	--	--	--	--
Utility	5	1%	--	--	--	--
Other	51	9%	111,000	126,000	148,000	138,138

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	190	35%	117,890	135,500	155,250	141,458
Construction	39	7%	110,000	125,000	145,000	133,080
Engineering	117	22%	105,840	120,000	143,500	128,597
Information Technology	269	50%	118,500	130,000	148,500	136,414
Manufacturing	43	8%	104,000	118,105	145,000	134,132
Operations	102	19%	110,000	130,000	146,250	132,419
Quality Management	39	7%	115,000	129,000	145,000	131,259
Regulatory Compliance	74	14%	117,250	133,500	145,000	137,713
Research & Development	111	21%	112,140	130,000	145,000	131,925
Supply Chain Management/Logistics	40	7%	109,035	136,000	150,000	144,384
Other	32	6%	112,000	129,000	161,888	138,671

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	48	9%	90,329	115,500	133,750	116,879
100 to 299	40	7%	103,250	120,000	134,500	119,993
300 to 999	63	12%	110,000	121,000	140,000	128,467
1,000 to 2,499	50	9%	114,500	126,500	140,250	125,240
2,500 to 4,999	39	7%	110,000	130,000	150,000	139,710
5,000 to 9,999	31	6%	115,000	132,000	142,000	130,282
10,000 or more	268	50%	120,000	139,000	155,000	140,958

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	59	14%	105,300	120,000	140,000	121,300
5-9 people	152	36%	114,250	130,000	148,750	135,201
10-14 people	102	24%	119,750	127,950	145,000	130,805
15-19 people	34	8%	120,000	135,000	150,000	137,062
20 or more people	80	19%	127,500	140,500	168,375	154,390

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	48	10%	92,750	110,250	130,000	111,729
\$100,000 to \$499,999	110	22%	105,000	122,500	135,250	122,025
\$500,000 to \$999,999	107	21%	115,000	130,000	149,000	133,098
\$1 million to \$10 million	181	36%	119,767	132,200	150,000	139,488
More than \$10 million	58	12%	130,000	145,000	170,058	155,133

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	114	21%
Yes - Informal	185	35%
No	204	38%
Don't Know	32	6%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	66	22%
Yes - Informal	136	46%
No	64	22%
Don't Know	30	10%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	204	39%
Yes - Informal	162	31%
No	131	25%
Don't Know	30	6%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	24	4%	38	7%	475	89%
Director of Project Management Office (PMO)	4	11%	7	20%	25	71%
Portfolio Manager	4	15%	--	*	23	85%
Program Manager	2	2%	9	8%	99	90%
Project Manager III	4	3%	8	6%	127	91%
Project Manager II	5	4%	12	9%	111	87%
Project Manager I	3	5%	1	2%	52	95%
Project Management Specialist	1	8%	--	*	11	92%
Project Management Consultant	1	3%	1	3%	27	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%	328	61%	62	12%
Director of Project Management Office (PMO)	13	37%	25	71%	7	20%
Portfolio Manager	6	22%	22	81%	3	11%
Program Manager	26	23%	73	66%	15	14%
Project Manager III	21	15%	89	63%	16	11%
Project Manager II	16	13%	78	61%	10	8%
Project Manager I	11	20%	21	38%	5	9%
Project Management Specialist	--	*	4	31%	2	15%
Project Management Consultant	5	18%	16	57%	4	14%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	517	23.5	481	25.0
Director of Project Management Office (PMO)	34	23.0	30	25.3
Portfolio Manager	27	23.3	25	25.1
Program Manager	105	24.6	98	26.0
Project Manager III	136	23.7	131	25.5
Project Manager II	122	22.5	114	23.8
Project Manager I	52	24.0	46	25.2
Project Management Specialist	13	24.3	11	24.9
Project Management Consultant	28	22.2	26	24.3

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	171	32%	314	59%	65	12%
Director of Project Management Office (PMO)	15	43%	22	63%	4	11%
Portfolio Manager	8	30%	17	63%	2	7%
Program Manager	32	30%	68	63%	12	11%
Project Manager III	46	33%	81	59%	16	12%
Project Manager II	39	31%	72	57%	14	11%
Project Manager I	18	33%	27	50%	11	20%
Project Management Specialist	4	31%	8	62%	1	8%
Project Management Consultant	9	31%	19	66%	5	17%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	535	40.9	532	45.6
Director of Project Management Office (PMO)	35	40.9	35	47.4
Portfolio Manager	27	40.9	27	47.1
Program Manager	108	40.9	107	46.5
Project Manager III	141	41.1	139	45.8
Project Manager II	127	40.7	127	44.2
Project Manager I	55	40.7	55	43.8
Project Management Specialist	13	41.3	13	45.8
Project Management Consultant	29	41.1	29	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)	4	6%	--	--	--	--
Portfolio Manager	5	8%	--	--	--	--
Program Manager	13	21%	125,000	155,000	207,500	161,335
Project Manager III	15	24%	120,000	127,900	158,000	150,096
Project Manager II	15	24%	100,000	110,000	135,000	114,502
Project Manager I	7	11%	--	--	--	--
Project Management Specialist	2	3%	--	--	--	--
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)	31	6%	112,140	141,000	180,000	150,976
Portfolio Manager	22	5%	129,000	151,000	174,000	162,510
Program Manager	98	21%	123,150	140,000	159,850	142,671
Project Manager III	126	26%	120,000	135,500	148,000	136,421
Project Manager II	113	24%	107,190	120,000	130,000	119,919
Project Manager I	48	10%	100,250	110,250	119,500	110,406
Project Management Specialist	11	2%	100,000	118,000	140,000	120,255
Project Management Consultant	28	6%	115,500	126,500	143,750	125,952

# Taiwan

Total Compensation (in Taiwan Dollars)					
COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary					
Total Compensation					

Reported/Expected Change in Total Compensation over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	7	2%	Decrease	4	1%
Remained the same	78	26%	Remain the same	47	16%
Increased less than 1%	27	9%	Increase less than 1%	11	4%
Increased 1% to 2.9%	57	19%	Increase 1% to 2.9%	42	14%
Increased 3% to 3.9%	49	16%	Increase 3% to 3.9%	60	20%
Increased 4% to 4.9%	15	5%	Increase 4% to 4.9%	24	8%
Increased 5% to 6.9%	17	6%	Increase 5% to 6.9%	36	12%
Increased 7% to 9.9%	19	6%	Increase 7% to 9.9%	23	8%
Increased 10% to 14.9%	14	5%	Increase 10% to 14.9%	29	10%
Increased 15% to 19.9%	9	3%	Increase 15% to 19.9%	4	1%
Increased 20% to 24.9%	4	1%	Increase 20% to 24.9%	6	2%
Increased 25% to 29.9%	--	*	Increase 25% to 29.9%	3	1%
Increased 30% or greater	2	1%	Increase 30% or greater	9	3%

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	14	5%	979,526	1,170,000	1,455,000	1,277,008
Portfolio Manager	14	5%	855,000	1,260,000	1,625,000	1,589,893
Program Manager	53	18%	858,000	1,000,000	1,660,000	1,280,755
Project Manager III	51	17%	864,000	1,020,000	1,320,000	1,177,304
Project Manager II	49	16%	690,000	854,000	1,300,000	1,016,717
Project Manager I	64	21%	666,000	870,000	1,080,000	928,388
Project Management Specialist	39	13%	611,000	800,000	1,000,000	854,974
Project Management Consultant	14	5%	567,000	1,085,000	1,417,500	1,034,893

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	--	*	--	--	--	--
3 < 5 years	9	3%	--	--	--	--
5 < 10 years	65	22%	605,000	780,000	1,189,000	896,393
10 < 15 years	82	28%	720,000	878,000	1,085,000	978,098
15 < 20 years	56	19%	807,900	1,000,000	1,485,000	1,241,807
20 years or more	86	29%	900,000	1,145,000	1,600,000	1,287,373

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	96	38%	720,000	918,000	1,350,000	1,087,807
1 to 5 years	116	46%	720,000	914,053	1,338,750	1,101,370
6 years or more	41	16%	900,000	1,080,000	1,500,000	1,262,151
<b>EXTREME PROJECT MANAGEMENT</b>						
None	132	53%	685,000	904,750	1,320,000	1,047,049
1 to 5 years	75	30%	780,000	1,000,000	1,360,000	1,147,389
6 years or more	43	17%	840,000	1,080,000	1,500,000	1,259,907
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	47	18%	680,000	864,000	1,200,000	998,074
1 to 5 years	113	44%	662,500	900,000	1,300,000	1,054,631
6 years or more	95	37%	880,000	1,080,000	1,500,000	1,241,952
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	117	47%	720,000	912,000	1,352,500	1,098,782
1 to 5 years	90	36%	777,500	955,000	1,400,000	1,109,413
6 years or more	44	18%	767,000	1,030,000	1,430,000	1,220,084
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	93	37%	680,000	900,000	1,310,000	1,032,667
1 to 5 years	91	36%	720,000	950,000	1,440,000	1,151,952
6 years or more	70	28%	840,000	1,000,000	1,500,000	1,214,096
<b>PROGRAM MANAGEMENT</b>						
None	49	19%	670,000	900,000	1,200,000	1,002,511
1 to 5 years	113	44%	700,000	900,000	1,310,000	1,066,414
6 years or more	96	37%	853,500	1,010,000	1,500,000	1,236,047
<b>EARNED VALUE MANAGEMENT</b>						
None	111	44%	700,000	906,000	1,345,000	1,067,624
1 to 5 years	91	36%	720,000	912,000	1,360,000	1,084,190
6 years or more	51	20%	800,000	1,020,000	1,500,000	1,265,414
<b>LEAN PROJECT MANAGEMENT</b>						
None	119	47%	700,000	906,000	1,360,000	1,088,853
1 to 5 years	88	35%	720,000	955,000	1,375,000	1,119,116
6 years or more	48	19%	800,000	1,020,000	1,485,000	1,174,542
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	90	36%	638,050	901,750	1,326,250	1,027,797
1 to 5 years	96	38%	732,500	950,000	1,315,000	1,081,382
6 years or more	66	26%	847,500	1,030,000	1,500,000	1,286,636
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	78	31%	720,000	915,000	1,440,000	1,119,090
1 to 5 years	96	38%	661,250	900,000	1,240,571	1,026,707
6 years or more	79	31%	900,000	1,170,000	1,500,000	1,265,680
<b>RISK MANAGEMENT</b>						
None	42	16%	608,250	868,500	1,160,000	957,369
1 to 5 years	117	46%	720,000	900,000	1,277,766	1,052,723
6 years or more	97	38%	830,000	1,080,000	1,500,000	1,268,302
<b>CHANGE MANAGEMENT</b>						
None	55	21%	638,733	897,000	1,000,000	913,806
1 to 5 years	114	45%	700,000	918,000	1,305,000	1,071,246
6 years or more	87	34%	850,000	1,200,000	1,600,000	1,312,609
<b>RESOURCE MANAGEMENT</b>						
None	42	16%	631,800	925,000	1,247,500	1,031,863
1 to 5 years	113	44%	655,000	900,000	1,277,766	1,047,220
6 years or more	100	39%	885,000	1,080,000	1,500,000	1,250,143

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	22	7%	600,000	875,000	1,392,500	979,745
3 < 5 years	43	14%	624,000	720,000	936,000	801,217
5 < 10 years	114	38%	717,500	909,000	1,300,000	1,041,557
10 < 15 years	72	24%	800,000	950,000	1,485,000	1,202,900
15 < 20 years	36	12%	926,079	1,100,000	1,500,000	1,287,625
20 years or more	11	4%	1,000,000	1,500,000	2,000,000	1,583,636

### Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	--	*	--	--	--	--
Some college or Associate's degree	14	5%	578,500	975,000	1,500,000	1,101,714
4-year college degree	93	31%	720,000	906,000	1,300,000	1,067,786
Master's degree	183	61%	720,000	945,000	1,345,000	1,103,604
Doctoral degree	8	3%	--	--	--	--

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	59	20%	770,000	1,000,000	1,218,000	1,090,995
No degree in PM	237	80%	720,000	912,000	1,360,000	1,093,578

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	283	95%	720,000	945,000	1,360,000	1,104,146
PMP for less than 1 year	2	1%	--	--	--	--
PMP for 1 < 5 years	119	43%	648,000	864,000	1,218,000	960,862
PMP for 5 < 10 years	110	40%	780,000	990,000	1,326,250	1,136,604
PMP for 10 < 20 years	43	16%	924,000	1,320,000	2,000,000	1,470,147
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP certification	15	5%	600,000	800,000	1,000,000	843,609

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	120	45%	720,000	900,000	1,180,000	1,020,860
5 to 9 days	69	26%	785,000	1,060,000	1,470,000	1,152,084
10 days or more	76	29%	800,000	1,108,000	1,500,000	1,255,184

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	192	66%	780,000	1,000,000	1,400,000	1,165,211
Female	98	34%	660,750	879,000	1,085,000	954,664

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	14	5%	765,000	931,553	1,005,000	974,936
Consulting	10	3%	585,000	938,000	1,350,000	998,050
Customer Service/Public Relations	10	3%	571,000	812,000	1,625,000	1,091,200
Engineering	38	13%	850,500	1,040,000	1,525,000	1,252,329
Finance	4	1%	--	--	--	--
Human Resources	--	*	--	--	--	--
Information Technology/Information Systems	65	22%	690,000	930,000	1,233,047	1,025,400
Operations/Manufacturing	5	2%	--	--	--	--
Project Management Department or PMO	79	27%	770,000	924,000	1,500,000	1,154,130
Quality Management	3	1%	--	--	--	--
Research and Development	27	9%	648,000	936,000	1,200,000	979,872
Sales/Marketing	30	10%	772,500	943,000	1,200,000	1,129,733
Supply Chain Management/Logistics	5	2%	--	--	--	--
Training/Education	2	1%	--	--	--	--
Other	6	2%	--	--	--	--

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	2	1%	--	--	--	--
Business services	8	3%	--	--	--	--
Construction	8	3%	--	--	--	--
Consulting	13	4%	798,000	1,000,000	1,600,000	1,140,808
Engineering	40	13%	720,000	1,000,000	1,725,000	1,227,838
Financial services	7	2%	--	--	--	--
Food and beverage	1	*	--	--	--	--
Government	8	3%	--	--	--	--
Healthcare	9	3%	--	--	--	--
Information technology	104	35%	705,000	906,000	1,397,500	1,096,416
Insurance	2	1%	--	--	--	--
Legal	2	1%	--	--	--	--
Manufacturing	48	16%	800,000	933,000	1,145,000	994,383
Pharmaceuticals	7	2%	--	--	--	--
Real estate	1	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	--	*	--	--	--	--
Telecommunications	22	7%	855,000	1,200,000	1,365,000	1,142,095
Training/education	3	1%	--	--	--	--
Utility	--	*	--	--	--	--
Other	13	4%	672,000	900,000	1,020,000	1,007,385



### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	42	14%	795,000	1,085,000	1,696,250	1,284,861
Construction	22	8%	765,000	1,000,000	1,285,000	1,106,523
Engineering	88	30%	860,500	1,138,000	1,615,000	1,294,756
Information Technology	128	44%	727,500	950,000	1,300,000	1,132,094
Manufacturing	49	17%	800,000	1,020,000	1,500,000	1,144,120
Operations	55	19%	720,000	1,000,000	1,500,000	1,181,784
Quality Management	34	12%	715,000	1,050,000	1,500,000	1,170,941
Regulatory Compliance	17	6%	838,000	1,300,000	1,940,000	1,421,510
Research & Development	67	23%	720,000	1,000,000	1,300,000	1,076,097
Supply Chain Management/Logistics	21	7%	738,000	906,000	1,320,000	1,137,333
Other	10	3%	654,750	894,000	1,235,000	1,069,700

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	66	22%	635,050	900,000	1,035,000	935,787
100 to 299	45	15%	720,000	950,000	1,320,000	1,045,632
300 to 999	48	16%	720,000	924,000	1,350,000	1,071,406
1,000 to 2,499	36	12%	720,000	900,000	1,000,000	1,038,611
2,500 to 4,999	22	7%	677,500	930,000	1,300,000	1,032,818
5,000 to 9,999	19	6%	720,000	897,000	1,200,000	1,079,021
10,000 or more	62	21%	900,000	1,251,813	1,700,000	1,359,215

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	45	26%	636,000	900,000	1,040,000	913,573
5-9 people	59	34%	720,000	903,500	1,400,000	1,059,771
10-14 people	30	17%	1,200,000	1,330,000	1,850,000	1,526,933
15-19 people	11	6%	900,000	1,320,000	2,000,000	1,490,020
20 or more people	27	16%	900,000	1,116,000	1,700,000	1,289,600

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	58	25%	600,000	870,000	1,045,000	905,000
\$100,000 to \$499,999	70	30%	690,000	835,800	1,170,000	996,161
\$500,000 to \$999,999	46	20%	830,000	1,000,000	1,410,000	1,136,146
\$1 million to \$10 million	56	24%	947,500	1,360,000	1,987,500	1,466,829
More than \$10 million	5	2%	--	--	--	--

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	55	20%
Yes - Informal	111	40%
No	95	34%
Don't Know	19	7%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	56	35%
Yes - Informal	82	51%
No	17	11%
Don't Know	6	4%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	83	30%
Yes - Informal	93	34%
No	86	32%
Don't Know	11	4%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	28	10%	25	9%	231	82%
Director of Project Management Office (PMO)	1	7%	--	*	13	93%
Portfolio Manager	3	21%	5	36%	6	43%
Program Manager	5	10%	8	16%	38	75%
Project Manager III	8	16%	3	6%	39	80%
Project Manager II	2	4%	4	9%	39	87%
Project Manager I	4	7%	5	8%	52	87%
Project Management Specialist	3	8%	--	*	33	92%
Project Management Consultant	2	15%	--	*	11	85%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	15%	90	32%	85	30%
Director of Project Management Office (PMO)	2	14%	4	29%	5	36%
Portfolio Manager	4	29%	9	64%	5	36%
Program Manager	7	14%	17	34%	13	26%
Project Manager III	11	22%	16	33%	16	33%
Project Manager II	5	11%	13	30%	15	34%
Project Manager I	6	10%	17	28%	20	33%
Project Management Specialist	5	14%	11	31%	8	22%
Project Management Consultant	1	8%	3	23%	3	23%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	266	10.2	234	19.1
Director of Project Management Office (PMO)	13	16.5	12	23.7
Portfolio Manager	14	7.8	14	18.6
Program Manager	46	9.8	41	17.5
Project Manager III	45	9.7	41	17.9
Project Manager II	44	10.8	37	19.4
Project Manager I	59	10.6	52	20.6
Project Management Specialist	32	8.3	27	17.6
Project Management Consultant	13	9.7	10	20.2

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	116	44%	46	17%	32	12%
Director of Project Management Office (PMO)	6	46%	3	23%	1	8%
Portfolio Manager	7	50%	3	21%	2	14%
Program Manager	19	41%	6	13%	7	15%
Project Manager III	22	47%	10	21%	5	11%
Project Manager II	20	48%	8	19%	6	14%
Project Manager I	28	50%	7	13%	5	9%
Project Management Specialist	9	27%	5	15%	4	12%
Project Management Consultant	5	42%	4	33%	2	17%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	273	39.7	271	46.6
Director of Project Management Office (PMO)	14	39.7	14	48.3
Portfolio Manager	14	39.2	14	47.0
Program Manager	48	39.9	48	48.1
Project Manager III	49	39.6	49	47.0
Project Manager II	43	39.8	43	45.4
Project Manager I	57	39.7	57	46.4
Project Management Specialist	36	39.5	34	45.2
Project Management Consultant	12	38.9	12	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	6%	--	--	--	--
Portfolio Manager	1	6%	--	--	--	--
Program Manager	3	18%	--	--	--	--
Project Manager III	4	24%	--	--	--	--
Project Manager II	1	6%	--	--	--	--
Project Manager I	4	24%	--	--	--	--
Project Management Specialist	2	12%	--	--	--	--
Project Management Consultant	1	6%	--	--	--	--

## Annualized Salary by Position Description - Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	13	5%	959,053	1,260,000	1,470,000	1,298,316
Portfolio Manager	13	5%	901,750	1,320,000	1,750,000	1,656,808
Program Manager	50	18%	867,000	1,150,000	1,725,000	1,305,200
Project Manager III	47	17%	864,000	1,008,000	1,255,532	1,146,465
Project Manager II	48	17%	685,000	877,000	1,300,000	1,022,899
Project Manager I	60	21%	642,000	857,000	1,080,000	921,613
Project Management Specialist	37	13%	658,000	800,000	1,000,000	870,081
Project Management Consultant	13	5%	558,000	1,000,000	1,295,000	991,423

# Turkey

## Total Compensation (in Turkish Lira)

COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	344	120,000	151,921	204,000	168,590
Total Compensation	344	126,775	174,102	239,250	194,283

## 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	7	2%
Remained the same	47	14%	Remain the same	38	11%
Increased less than 1%	2	1%	Increase less than 1%	--	*
Increased 1% to 2.9%	4	1%	Increase 1% to 2.9%	3	1%
Increased 3% to 3.9%	4	1%	Increase 3% to 3.9%	10	3%
Increased 4% to 4.9%	5	1%	Increase 4% to 4.9%	5	1%
Increased 5% to 6.9%	15	4%	Increase 5% to 6.9%	12	3%
Increased 7% to 9.9%	48	14%	Increase 7% to 9.9%	39	11%
Increased 10% to 14.9%	65	19%	Increase 10% to 14.9%	73	21%
Increased 15% to 19.9%	53	15%	Increase 15% to 19.9%	71	21%
Increased 20% to 24.9%	56	16%	Increase 20% to 24.9%	53	15%
Increased 25% to 29.9%	16	5%	Increase 25% to 29.9%	22	6%
Increased 30% or greater	20	6%	Increase 30% or greater	11	3%

## Annualized Salary by Position Description

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	31	9%	185,000	240,000	305,264	264,556
Portfolio Manager	21	6%	120,000	188,000	245,000	195,590
Program Manager	62	18%	125,250	170,000	217,000	181,682
Project Manager III	72	21%	129,700	150,000	200,000	161,877
Project Manager II	56	16%	110,000	150,000	180,000	151,200
Project Manager I	51	15%	96,000	120,000	153,200	129,767
Project Management Specialist	34	10%	97,500	135,500	180,900	147,412
Project Management Consultant	17	5%	120,000	150,000	186,000	157,040

## Annualized Salary by Years of Work Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	--	*	--	--	--	--
3 < 5 years	4	1%	--	--	--	--
5 < 10 years	62	18%	83,000	120,000	150,000	123,032
10 < 15 years	113	33%	114,500	150,000	204,500	168,758
15 < 20 years	74	22%	132,000	174,000	217,000	182,422
20 years or more	91	26%	141,044	180,000	228,000	191,890

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	89	30%	110,000	144,000	195,959	157,748
1 to 5 years	164	55%	120,000	158,157	214,500	171,067
6 years or more	45	15%	120,000	144,000	213,000	178,721
<b>EXTREME PROJECT MANAGEMENT</b>						
None	147	50%	114,000	151,841	201,000	163,127
1 to 5 years	97	33%	120,000	156,000	210,000	168,518
6 years or more	50	17%	120,000	151,000	241,380	192,901
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	64	22%	111,675	147,000	198,000	158,960
1 to 5 years	126	43%	100,000	150,000	186,123	152,344
6 years or more	104	35%	120,000	180,000	240,000	194,317
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	160	55%	115,425	156,000	209,250	166,371
1 to 5 years	81	28%	101,850	150,000	198,142	159,074
6 years or more	49	17%	128,526	180,000	240,000	198,761
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	124	41%	114,250	150,000	187,473	159,880
1 to 5 years	119	39%	120,000	152,000	210,000	167,093
6 years or more	61	20%	130,000	180,000	245,373	198,156
<b>PROGRAM MANAGEMENT</b>						
None	100	33%	108,500	144,000	182,950	150,005
1 to 5 years	136	45%	120,000	162,000	216,000	175,970
6 years or more	68	22%	120,000	177,000	240,000	190,727
<b>EARNED VALUE MANAGEMENT</b>						
None	67	22%	100,000	156,000	200,000	156,918
1 to 5 years	132	44%	116,250	144,000	199,010	159,876
6 years or more	99	33%	140,000	180,000	240,000	195,698
<b>LEAN PROJECT MANAGEMENT</b>						
None	126	43%	120,000	156,000	210,250	167,582
1 to 5 years	107	37%	100,000	150,000	200,000	158,726
6 years or more	60	20%	120,000	171,091	240,000	195,740
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	119	40%	114,000	157,500	204,000	165,802
1 to 5 years	109	37%	110,000	150,000	199,959	160,400
6 years or more	70	23%	132,700	180,000	240,000	192,662
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	59	19%	102,000	132,000	183,600	154,603
1 to 5 years	110	36%	100,000	147,000	190,980	151,554
6 years or more	135	44%	130,000	174,203	228,000	188,281
<b>RISK MANAGEMENT</b>						
None	45	15%	105,000	160,000	217,047	168,821
1 to 5 years	125	41%	101,400	132,000	180,000	145,754
6 years or more	137	45%	130,000	174,203	233,416	190,392
<b>CHANGE MANAGEMENT</b>						
None	24	8%	126,000	175,500	216,000	181,218
1 to 5 years	145	47%	100,000	140,000	180,000	147,576
6 years or more	140	45%	130,000	180,000	234,208	191,934
<b>RESOURCE MANAGEMENT</b>						
None	29	10%	109,000	130,000	175,000	152,301
1 to 5 years	118	40%	99,000	136,000	186,123	144,083
6 years or more	149	50%	136,800	180,000	240,000	195,040

Annualized Salary by Years Worked in Project Management						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	18	5%	107,500	131,000	178,200	136,205
3 < 5 years	45	13%	96,000	120,000	166,486	129,968
5 < 10 years	159	46%	115,000	148,000	200,000	160,697
10 < 15 years	80	23%	141,000	180,000	240,000	188,431
15 < 20 years	29	8%	153,000	210,000	244,500	216,641
20 years or more	13	4%	153,750	180,000	299,471	214,384

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	--	*	--	--	--	--
4-year college degree	148	43%	115,500	156,000	200,000	166,757
Master's degree	179	52%	120,000	150,000	210,000	166,612
Doctoral degree	16	5%	149,250	179,500	280,500	205,713

Annualized Salary by Degree in Project Management						
DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	36	10%	120,000	151,600	201,800	160,641
No degree in PM	307	90%	120,000	151,841	204,000	168,899

Annualized Salary by PMP® Status						
STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	288	84%	120,000	150,727	206,500	169,780
PMP for less than 1 year	2	1%	--	--	--	--
PMP for 1 < 5 years	181	64%	110,567	150,000	187,146	157,780
PMP for 5 < 10 years	81	28%	144,000	181,000	240,000	195,593
PMP for 10 < 20 years	21	7%	114,000	180,000	240,000	186,324
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP certification	56	16%	115,500	158,157	200,750	162,469

Annualized Salary by Amount of Training per Year						
DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	125	37%	114,500	156,000	202,000	163,075
5 to 9 days	91	27%	120,000	165,000	213,000	174,203
10 days or more	124	36%	120,000	150,727	202,050	171,356

Annualized Salary by Gender						
GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	255	77%	120,000	157,500	210,000	174,509
Female	78	23%	96,000	130,000	185,250	147,925

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	54	16%	120,000	172,498	214,750	180,085
Consulting	14	4%	111,050	150,727	253,500	189,593
Customer Service/Public Relations	3	1%	--	--	--	--
Engineering	31	9%	100,000	130,000	181,000	154,751
Finance	4	1%	--	--	--	--
Human Resources	--	*	--	--	--	--
Information Technology/Information Systems	62	18%	120,000	153,000	212,250	176,717
Operations/Manufacturing	9	3%	--	--	--	--
Project Management Department or PMO	127	37%	117,000	150,000	200,000	162,571
Quality Management	2	1%	--	--	--	--
Research and Development	8	2%	--	--	--	--
Sales/Marketing	13	4%	104,249	144,000	180,000	143,679
Supply Chain Management/Logistics	3	1%	--	--	--	--
Training/Education	2	1%	--	--	--	--
Other	12	3%	150,000	179,000	263,000	210,917

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	15	4%	144,000	156,000	210,000	168,289
Business services	--	*	--	--	--	--
Construction	37	11%	132,000	180,000	225,000	189,085
Consulting	15	4%	126,000	150,000	240,000	176,128
Engineering	42	12%	120,000	156,600	211,250	174,853
Financial services	30	9%	130,000	186,400	225,000	186,506
Food and beverage	8	2%	--	--	--	--
Government	5	1%	--	--	--	--
Healthcare	5	1%	--	--	--	--
Information technology	69	20%	105,850	144,000	180,000	153,377
Insurance	7	2%	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	19	6%	80,000	120,000	151,454	137,361
Pharmaceuticals	4	1%	--	--	--	--
Real estate	1	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	5	1%	--	--	--	--
Telecommunications	44	13%	114,374	166,469	200,000	157,983
Training/education	1	*	--	--	--	--
Utility	4	1%	--	--	--	--
Other	33	10%	100,000	140,000	200,000	158,538

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	65	19%	142,000	180,000	233,416	193,606
Construction	65	19%	120,500	180,000	230,916	186,038
Engineering	115	34%	120,000	156,000	200,000	166,388
Information Technology	175	51%	120,000	156,000	216,000	173,355
Manufacturing	34	10%	113,625	149,000	180,000	151,125
Operations	68	20%	120,000	156,750	201,800	167,494
Quality Management	28	8%	115,500	156,000	205,850	173,314
Regulatory Compliance	25	7%	96,000	144,000	206,000	145,328
Research & Development	52	15%	117,750	152,600	198,450	161,048
Supply Chain Management/Logistics	23	7%	110,000	144,000	216,000	155,458
Other	25	7%	104,000	140,000	190,000	150,209

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	45	13%	100,000	127,051	170,000	145,475
100 to 299	47	14%	108,000	140,000	180,000	148,930
300 to 999	50	15%	107,361	150,000	190,892	159,817
1,000 to 2,499	53	15%	129,800	160,000	229,916	184,159
2,500 to 4,999	23	7%	132,000	188,000	216,000	182,301
5,000 to 9,999	44	13%	149,250	176,000	200,750	182,544
10,000 or more	82	24%	119,250	175,000	216,000	176,498

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	38	14%	91,785	120,000	170,250	135,850
5-9 people	87	33%	120,000	150,000	196,284	165,360
10-14 people	50	19%	115,250	150,000	200,000	164,007
15-19 people	24	9%	120,000	151,600	212,500	182,248
20 or more people	68	25%	145,500	196,900	231,373	193,214

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	40	12%	86,250	121,000	166,875	128,219
\$100,000 to \$499,999	78	24%	116,925	150,000	216,000	172,541
\$500,000 to \$999,999	42	13%	120,000	151,921	201,250	169,861
\$1 million to \$10 million	99	31%	120,000	170,000	216,000	175,048
More than \$10 million	64	20%	140,261	180,000	216,000	189,299

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	59	17%
Yes - Informal	146	43%
No	116	34%
Don't Know	18	5%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	38	19%
Yes - Informal	120	60%
No	33	16%
Don't Know	10	5%



### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	110	33%
Yes - Informal	117	35%
No	93	28%
Don't Know	16	5%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	10	3%	7	2%	323	95%
Director of Project Management Office (PMO)	--	*	1	3%	30	97%
Portfolio Manager	1	5%	--	*	20	95%
Program Manager	3	5%	1	2%	57	93%
Project Manager III	1	1%	3	4%	68	94%
Project Manager II	1	2%	1	2%	53	96%
Project Manager I	2	4%	1	2%	47	94%
Project Management Specialist	2	6%	--	*	31	94%
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	49%	209	61%	199	58%
Director of Project Management Office (PMO)	23	74%	27	87%	22	71%
Portfolio Manager	13	62%	14	67%	14	67%
Program Manager	34	55%	37	60%	37	60%
Project Manager III	39	54%	43	60%	44	61%
Project Manager II	18	32%	39	70%	30	54%
Project Manager I	17	34%	26	52%	31	62%
Project Management Specialist	11	33%	16	48%	18	55%
Project Management Consultant	12	71%	7	41%	3	18%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	329	15.5	311	23.1
Director of Project Management Office (PMO)	29	15.3	28	23.2
Portfolio Manager	21	15.6	18	22.1
Program Manager	58	16.0	58	22.9
Project Manager III	70	14.4	64	21.9
Project Manager II	54	15.5	55	23.1
Project Manager I	48	15.3	43	24.1
Project Management Specialist	32	17.6	28	25.3
Project Management Consultant	17	15.1	17	22.3

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	146	44%	52	16%	37	11%
Director of Project Management Office (PMO)	11	35%	4	13%	4	13%
Portfolio Manager	11	52%	2	10%	5	24%
Program Manager	22	35%	14	23%	9	15%
Project Manager III	26	38%	13	19%	8	12%
Project Manager II	23	43%	10	19%	4	8%
Project Manager I	24	48%	4	8%	6	12%
Project Management Specialist	21	66%	3	9%	--	*
Project Management Consultant	8	47%	2	12%	1	6%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	340	42.6	339	46.0
Director of Project Management Office (PMO)	31	42.9	31	48.0
Portfolio Manager	21	42.1	21	44.4
Program Manager	62	41.7	62	46.3
Project Manager III	72	42.2	70	45.2
Project Manager II	55	42.2	55	44.4
Project Manager I	49	43.1	50	46.0
Project Management Specialist	33	44.7	33	48.7
Project Management Consultant	17	43.5	17	45.9

## Annualized Salary by Position Description - Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	4	12%	--	--	--	--
Portfolio Manager	3	9%	--	--	--	--
Program Manager	9	27%	--	--	--	--
Project Manager III	2	6%	--	--	--	--
Project Manager II	4	12%	--	--	--	--
Project Manager I	6	18%	--	--	--	--
Project Management Specialist	2	6%	--	--	--	--
Project Management Consultant	3	9%	--	--	--	--

## Annualized Salary by Position Description - Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	27	9%	180,000	240,000	297,942	256,562
Portfolio Manager	18	6%	127,500	206,500	250,500	208,944
Program Manager	53	17%	127,026	170,000	212,500	176,345
Project Manager III	70	23%	127,200	150,000	200,000	161,588
Project Manager II	52	17%	110,000	147,000	180,000	150,710
Project Manager I	45	14%	98,000	122,000	156,007	133,291
Project Management Specialist	32	10%	98,500	135,500	182,700	149,388
Project Management Consultant	14	5%	135,783	150,727	183,000	162,834

# United Arab Emirates

Total Compensation (in United Arab Emirates Dirham)					
COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	602	208,562	300,000	420,000	335,931
Total Compensation	602	239,907	346,800	500,000	383,459

Reported/Expected Change in Total Compensation over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	20	3%	Decrease	13	2%
Remained the same	269	45%	Remain the same	203	34%
Increased less than 1%	15	2%	Increase less than 1%	16	3%
Increased 1% to 2.9%	67	11%	Increase 1% to 2.9%	64	11%
Increased 3% to 3.9%	55	9%	Increase 3% to 3.9%	49	8%
Increased 4% to 4.9%	36	6%	Increase 4% to 4.9%	43	7%
Increased 5% to 6.9%	33	5%	Increase 5% to 6.9%	78	13%
Increased 7% to 9.9%	32	5%	Increase 7% to 9.9%	25	4%
Increased 10% to 14.9%	29	5%	Increase 10% to 14.9%	53	9%
Increased 15% to 19.9%	12	2%	Increase 15% to 19.9%	15	2%
Increased 20% to 24.9%	8	1%	Increase 20% to 24.9%	17	3%
Increased 25% to 29.9%	8	1%	Increase 25% to 29.9%	6	1%
Increased 30% or greater	18	3%	Increase 30% or greater	20	3%

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	37	6%	333,984	480,000	557,000	482,256
Portfolio Manager	38	6%	312,306	480,000	606,000	468,395
Program Manager	94	16%	263,000	365,678	490,500	399,335
Project Manager III	92	15%	279,630	360,000	487,632	397,920
Project Manager II	106	18%	200,000	264,500	361,500	283,605
Project Manager I	86	14%	157,003	223,756	305,625	237,227
Project Management Specialist	99	16%	160,000	240,000	312,000	248,893
Project Management Consultant	50	8%	221,000	300,000	485,000	346,753

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	92	15%	141,000	199,000	283,476	226,495
10 < 15 years	182	30%	200,000	262,000	360,000	285,504
15 < 20 years	149	25%	250,000	313,296	400,000	339,743
20 years or more	172	29%	300,000	420,000	559,500	448,882

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	207	39%	195,312	294,000	456,000	324,797
1 to 5 years	235	44%	210,000	300,000	400,000	331,069
6 years or more	87	16%	240,000	360,000	490,176	392,434
<b>EXTREME PROJECT MANAGEMENT</b>						
None	256	48%	216,000	306,790	454,500	340,224
1 to 5 years	164	31%	200,000	273,000	381,000	308,133
6 years or more	109	21%	264,000	360,000	456,000	388,094
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	102	19%	223,000	291,984	429,000	334,791
1 to 5 years	214	40%	180,000	264,000	364,500	291,278
6 years or more	225	42%	252,900	360,000	497,500	391,447
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	316	61%	216,000	300,000	420,000	332,822
1 to 5 years	121	23%	200,000	276,000	420,000	321,595
6 years or more	81	16%	267,000	337,968	495,000	391,162
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	215	40%	195,312	276,000	360,000	299,776
1 to 5 years	204	38%	204,000	300,000	420,000	333,833
6 years or more	122	23%	294,000	402,250	518,187	433,237
<b>PROGRAM MANAGEMENT</b>						
None	153	28%	180,000	252,000	360,000	280,794
1 to 5 years	216	40%	211,500	300,000	400,000	326,273
6 years or more	169	31%	252,900	384,000	500,000	410,505
<b>EARNED VALUE MANAGEMENT</b>						
None	107	20%	210,000	300,000	420,000	329,207
1 to 5 years	234	44%	200,000	288,000	396,000	316,985
6 years or more	192	36%	252,000	350,000	480,000	379,898
<b>LEAN PROJECT MANAGEMENT</b>						
None	241	46%	204,000	288,000	420,000	321,570
1 to 5 years	193	37%	200,000	300,000	395,000	318,302
6 years or more	90	17%	300,000	400,000	572,742	444,752
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	216	41%	212,698	291,000	468,900	338,734
1 to 5 years	182	34%	200,000	300,000	367,357	303,331
6 years or more	134	25%	249,000	350,000	482,500	382,830
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	215	41%	200,000	288,000	398,400	318,112
1 to 5 years	153	29%	200,000	270,000	360,000	300,162
6 years or more	158	30%	276,000	360,000	494,000	397,914
<b>RISK MANAGEMENT</b>						
None	55	10%	180,000	250,000	350,000	269,675
1 to 5 years	245	44%	191,000	265,000	375,804	300,887
6 years or more	255	46%	264,000	360,000	492,000	395,178
<b>CHANGE MANAGEMENT</b>						
None	40	7%	196,250	240,000	347,500	256,980
1 to 5 years	238	43%	180,000	259,000	361,000	286,771
6 years or more	274	50%	264,000	360,000	500,000	398,970
<b>RESOURCE MANAGEMENT</b>						
None	43	8%	216,000	300,000	420,000	321,252
1 to 5 years	214	39%	194,250	264,000	360,000	290,470
6 years or more	296	54%	240,000	357,000	480,000	376,811

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	16	3%	122,250	180,000	216,750	202,369
3 < 5 years	71	12%	150,000	240,000	305,000	252,283
5 < 10 years	213	35%	192,000	260,000	350,000	280,721
10 < 15 years	192	32%	252,000	348,886	475,000	368,028
15 < 20 years	68	11%	300,000	420,000	528,745	418,046
20 years or more	42	7%	400,000	491,000	681,250	528,527

### 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	18	3%	171,000	288,000	410,207	315,099
4-year college degree	260	43%	200,000	300,000	372,000	305,965
Master's degree	309	51%	229,000	324,000	466,500	360,355
Doctoral degree	10	2%	228,000	366,984	672,000	439,597

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	164	27%	180,000	291,000	420,000	329,590
No degree in PM	435	73%	220,000	300,000	420,000	337,990

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	481	80%	218,006	308,580	432,000	343,733
PMP for less than 1 year	3	1%	--	--	--	--
PMP for 1 < 5 years	252	54%	195,750	264,000	370,839	293,937
PMP for 5 < 10 years	155	33%	264,000	352,000	480,000	383,643
PMP for 10 < 20 years	58	12%	329,175	472,500	600,000	475,581
PMP for 20+ years	--	*	--	--	--	--
Do not have a PMP certification	121	20%	180,000	270,000	397,200	304,916

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	327	56%	210,000	300,000	420,000	336,277
5 to 9 days	127	22%	240,000	348,000	420,000	356,808
10 days or more	130	22%	198,828	304,150	443,121	332,846

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	498	88%	210,000	300,000	420,000	333,818
Female	67	12%	192,000	276,000	375,000	294,697

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	40	7%	208,496	333,984	420,000	350,686
Consulting	41	7%	278,238	360,000	505,000	402,587
Customer Service/Public Relations	1	*	--	--	--	--
Engineering	85	14%	163,000	250,000	375,000	308,220
Finance	3	*	--	--	--	--
Human Resources	5	1%	--	--	--	--
Information Technology/Information Systems	85	14%	219,850	300,000	400,000	320,705
Operations/Manufacturing	27	4%	228,000	300,000	420,000	337,402
Project Management Department or PMO	263	44%	204,000	300,000	432,000	333,722
Quality Management	8	1%	--	--	--	--
Research and Development	2	*	--	--	--	--
Sales/Marketing	12	2%	242,500	304,290	360,000	327,905
Supply Chain Management/Logistics	6	1%	--	--	--	--
Training/Education	1	*	--	--	--	--
Other	23	4%	281,520	404,500	514,585	419,896

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	19	3%	240,000	350,000	420,000	343,603
Business services	2	*	--	--	--	--
Construction	146	24%	180,000	270,000	384,000	300,709
Consulting	44	7%	242,500	327,000	420,000	366,623
Engineering	70	12%	208,064	300,000	443,250	345,946
Financial services	23	4%	288,000	360,000	480,000	376,957
Food and beverage	5	1%	--	--	--	--
Government	28	5%	224,500	277,500	498,000	385,052
Healthcare	15	2%	252,000	305,000	510,000	367,543
Information technology	80	13%	207,000	304,290	400,000	324,255
Insurance	2	*	--	--	--	--
Legal	--	*	--	--	--	--
Manufacturing	19	3%	160,000	336,000	420,000	312,156
Pharmaceuticals	2	*	--	--	--	--
Real estate	14	2%	226,500	264,000	394,250	313,466
Resources (Agriculture, Mining, etc.)	37	6%	221,023	317,764	522,497	370,880
Telecommunications	21	3%	229,850	313,296	423,000	344,335
Training/education	6	1%	--	--	--	--
Utility	19	3%	200,000	264,000	456,000	328,665
Other	50	8%	215,150	285,000	488,646	352,227

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	109	18%	251,000	360,000	493,500	393,326
Construction	269	45%	200,000	300,000	420,000	332,907
Engineering	215	36%	200,400	300,000	444,000	335,783
Information Technology	186	31%	223,750	300,000	401,125	334,890
Manufacturing	50	8%	200,450	317,882	422,500	344,375
Operations	143	24%	219,700	303,300	430,000	351,213
Quality Management	42	7%	215,259	307,500	513,000	367,169
Regulatory Compliance	27	5%	250,000	384,000	562,000	402,965
Research & Development	23	4%	168,000	360,000	465,000	362,087
Supply Chain Management/ Logistics	54	9%	203,000	311,900	426,000	347,052
Other	42	7%	157,003	276,000	401,125	310,592

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	76	13%	157,000	277,500	390,000	293,676
100 to 299	81	13%	204,000	276,000	360,000	311,501
300 to 999	88	15%	217,750	294,000	438,000	350,300
1,000 to 2,499	89	15%	209,709	309,336	399,689	323,592
2,500 to 4,999	64	11%	211,500	320,882	431,500	336,091
5,000 to 9,999	65	11%	240,000	312,000	454,414	356,036
10,000 or more	139	23%	228,500	320,000	480,000	362,597

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	68	14%	240,000	316,461	399,600	345,272
5-9 people	132	27%	227,250	301,650	420,000	340,598
10-14 people	91	19%	240,000	300,000	460,000	348,081
15-19 people	34	7%	201,000	314,668	600,000	379,747
20 or more people	159	33%	200,000	300,000	444,000	345,031

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	40	7%	192,750	240,000	300,000	253,030
\$100,000 to \$499,999	89	16%	180,000	246,000	360,000	274,128
\$500,000 to \$999,999	65	12%	247,000	326,700	420,000	349,476
\$1 million to \$10 million	188	34%	227,250	344,400	448,500	352,250
More than \$10 million	175	31%	240,000	318,000	480,000	367,422

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	104	17%
Yes - Informal	285	48%
No	167	28%
Don't Know	40	7%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	92	24%
Yes - Informal	227	59%
No	39	10%
Don't Know	27	7%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	225	38%
Yes - Informal	203	34%
No	134	23%
Don't Know	29	5%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	15	3%	31	5%	547	93%
Director of Project Management Office (PMO)	1	3%	4	11%	33	89%
Portfolio Manager	1	3%	1	3%	34	94%
Program Manager	5	5%	5	5%	85	91%
Project Manager III	2	2%	6	7%	84	92%
Project Manager II	1	1%	2	2%	99	97%
Project Manager I	2	2%	1	1%	81	96%
Project Management Specialist	2	2%	11	11%	84	88%
Project Management Consultant	1	2%	1	2%	47	98%

### Employee Benefits Offered by Position Description

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	94	42%	331	56%	228	39%
Director of Project Management Office (PMO)	18	49%	24	65%	13	35%
Portfolio Manager	17	45%	24	63%	14	37%
Program Manager	44	48%	63	69%	43	47%
Project Manager III	38	41%	54	59%	35	38%
Project Manager II	43	41%	61	59%	42	40%
Project Manager I	30	36%	43	51%	27	32%
Project Management Specialist	37	39%	45	47%	33	34%
Project Management Consultant	19	38%	17	34%	21	42%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	585	26.0	432	28.9
Director of Project Management Office (PMO)	37	24.4	29	28.6
Portfolio Manager	37	25.2	33	28.2
Program Manager	92	25.8	73	28.4
Project Manager III	90	26.4	69	28.9
Project Manager II	104	26.6	75	28.4
Project Manager I	82	26.0	56	27.8
Project Management Specialist	94	27.4	59	33.0
Project Management Consultant	49	24.3	38	27.0



## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	108	18%	28	5%	42	7%
Director of Project Management Office (PMO)	3	8%	1	3%	4	11%
Portfolio Manager	1	3%	3	8%	1	3%
Program Manager	20	22%	7	8%	8	9%
Project Manager III	14	15%	8	9%	9	10%
Project Manager II	20	19%	4	4%	7	7%
Project Manager I	18	22%	1	1%	8	10%
Project Management Specialist	23	24%	--	*	4	4%
Project Management Consultant	9	18%	4	8%	1	2%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	592	43.0	582	49.3
Director of Project Management Office (PMO)	37	41.9	36	51.3
Portfolio Manager	38	42.4	38	50.2
Program Manager	94	42.6	92	50.9
Project Manager III	90	42.4	89	48.1
Project Manager II	105	43.4	106	49.3
Project Manager I	84	42.6	78	47.9
Project Management Specialist	96	44.8	95	49.8
Project Management Consultant	48	42.0	48	47.4

## Annualized Salary by Position Description - Self-Employed Only

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	6	11%	--	--	--	--
Portfolio Manager	2	4%	--	--	--	--
Program Manager	10	18%	190,500	245,000	414,000	303,136
Project Manager III	9	16%	--	--	--	--
Project Manager II	6	11%	--	--	--	--
Project Manager I	7	12%	--	--	--	--
Project Management Specialist	9	16%	--	--	--	--
Project Management Consultant	8	14%	--	--	--	--

## Annualized Salary by Position Description - Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	31	6%	360,000	500,000	660,000	506,629
Portfolio Manager	36	7%	310,326	474,600	600,000	463,750
Program Manager	84	15%	276,000	390,000	492,000	410,787
Project Manager III	83	15%	279,000	360,000	480,000	400,182
Project Manager II	100	18%	201,000	275,700	364,500	286,091
Project Manager I	79	14%	157,337	228,500	305,000	237,234
Project Management Specialist	90	17%	153,217	232,500	313,363	242,980
Project Management Consultant	42	8%	195,000	290,000	485,000	345,058

# United Kingdom

## Total Compensation (in British Pounds)

COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	739	52,800	65,500	88,000	74,060
Total Compensation	739	57,000	73,000	100,000	82,200

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

PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	21	3%	Decrease	14	2%
Remained the same	208	28%	Remain the same	182	25%
Increased less than 1%	26	4%	Increase less than 1%	34	5%
Increased 1% to 2.9%	211	29%	Increase 1% to 2.9%	235	32%
Increased 3% to 3.9%	78	11%	Increase 3% to 3.9%	91	12%
Increased 4% to 4.9%	39	5%	Increase 4% to 4.9%	42	6%
Increased 5% to 6.9%	32	4%	Increase 5% to 6.9%	48	6%
Increased 7% to 9.9%	37	5%	Increase 7% to 9.9%	24	3%
Increased 10% to 14.9%	37	5%	Increase 10% to 14.9%	38	5%
Increased 15% to 19.9%	15	2%	Increase 15% to 19.9%	11	1%
Increased 20% to 24.9%	11	1%	Increase 20% to 24.9%	6	1%
Increased 25% to 29.9%	6	1%	Increase 25% to 29.9%	6	1%
Increased 30% or greater	18	2%	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)	40	5%	67,000	85,700	108,750	95,328
Portfolio Manager	59	8%	62,000	86,000	102,086	90,973
Program Manager	193	26%	60,870	75,000	95,000	81,595
Project Manager III	189	26%	52,125	62,822	83,772	71,315
Project Manager II	109	15%	44,000	57,500	69,000	61,350
Project Manager I	59	8%	35,000	48,000	60,000	50,234
Project Management Specialist	31	4%	46,500	56,000	66,000	61,282
Project Management Consultant	59	8%	55,000	70,000	90,000	80,898

## Annualized Salary by Years of Work Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	2	*	--	--	--	--
3 < 5 years	10	1%	31,750	52,500	71,828	54,421
5 < 10 years	54	7%	35,000	49,000	62,558	52,004
10 < 15 years	117	16%	47,000	60,000	72,500	63,477
15 < 20 years	115	16%	50,000	65,000	80,000	71,281
20 years or more	441	60%	60,000	73,000	95,500	80,925

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	200	28%	48,051	60,000	75,000	65,644
1 to 5 years	343	49%	52,250	66,000	88,000	74,235
6 years or more	162	23%	60,000	76,000	99,355	84,901
<b>EXTREME PROJECT MANAGEMENT</b>						
None	480	70%	51,539	65,000	85,286	73,081
1 to 5 years	112	16%	50,000	62,000	89,500	71,149
6 years or more	92	13%	55,250	74,934	90,000	78,795
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	162	23%	50,100	64,238	88,125	72,469
1 to 5 years	211	30%	48,000	61,980	76,000	66,349
6 years or more	325	47%	56,000	70,000	90,500	78,395
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	463	68%	51,500	65,000	88,000	73,372
1 to 5 years	129	19%	50,870	62,000	80,000	71,842
6 years or more	84	12%	55,155	71,500	90,000	77,622
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	226	32%	49,750	60,000	75,111	66,122
1 to 5 years	254	36%	51,616	63,750	84,250	70,052
6 years or more	220	31%	61,560	80,000	101,628	87,291
<b>PROGRAM MANAGEMENT</b>						
None	118	16%	44,000	53,533	68,000	61,982
1 to 5 years	295	41%	50,000	62,000	77,000	67,762
6 years or more	305	42%	60,750	79,000	100,000	85,010
<b>EARNED VALUE MANAGEMENT</b>						
None	237	34%	49,500	62,000	80,750	68,200
1 to 5 years	249	35%	51,500	65,000	82,320	70,299
6 years or more	216	31%	60,000	75,000	99,500	84,573
<b>LEAN PROJECT MANAGEMENT</b>						
None	305	44%	50,000	62,000	80,820	68,646
1 to 5 years	254	37%	54,049	67,865	90,000	74,789
6 years or more	127	19%	60,000	74,868	98,000	82,645
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	348	50%	53,000	65,000	85,850	73,465
1 to 5 years	173	25%	48,000	62,000	81,500	70,124
6 years or more	169	24%	57,750	70,000	92,410	77,688
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	153	22%	49,995	63,000	80,820	67,923
1 to 5 years	147	21%	47,000	60,000	75,000	64,535
6 years or more	410	58%	57,438	72,500	93,175	80,028
<b>RISK MANAGEMENT</b>						
None	54	8%	44,548	56,650	81,345	63,872
1 to 5 years	207	29%	45,000	60,000	71,500	62,260
6 years or more	452	63%	58,000	72,650	95,000	80,203
<b>CHANGE MANAGEMENT</b>						
None	52	7%	38,475	51,500	64,750	52,894
1 to 5 years	238	33%	47,000	61,650	78,250	65,612
6 years or more	423	59%	58,000	73,000	96,000	81,151
<b>RESOURCE MANAGEMENT</b>						
None	59	8%	43,000	56,000	75,000	63,078
1 to 5 years	223	31%	47,000	60,000	75,000	64,261
6 years or more	427	60%	58,000	73,000	95,000	80,448

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	21	3%	33,500	45,000	56,500	46,911
3 < 5 years	59	8%	38,300	51,000	63,500	54,931
5 < 10 years	186	25%	50,000	60,581	80,000	68,765
10 < 15 years	192	26%	52,438	65,000	83,810	71,337
15 < 20 years	120	16%	60,375	73,000	97,600	82,310
20 years or more	161	22%	63,500	80,000	99,570	87,828

### Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	45	6%	51,125	61,740	84,500	66,935
Some college or Associate's degree	79	11%	50,500	63,000	85,000	70,681
4-year college degree	230	31%	54,049	68,000	92,071	76,751
Master's degree	331	45%	51,500	65,000	88,000	73,321
Doctoral degree	54	7%	58,000	73,750	91,250	78,013

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	132	18%	50,000	65,000	85,300	71,887
No degree in PM	603	82%	53,000	67,209	90,000	74,628

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	573	78%	54,264	68,000	90,000	75,922
PMP for less than 1 year	7	1%	--	--	--	--
PMP for 1 < 5 years	234	42%	50,000	63,883	80,000	68,998
PMP for 5 < 10 years	176	32%	54,299	65,000	84,636	73,034
PMP for 10 < 20 years	133	24%	64,000	85,400	108,399	91,998
PMP for 20+ years	6	1%	--	--	--	--
Do not have a PMP certification	166	22%	47,000	60,508	84,000	67,635

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	362	50%	52,000	65,750	90,000	75,044
5 to 9 days	207	29%	54,000	66,000	86,000	73,100
10 days or more	157	22%	50,000	65,000	85,000	72,148

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	526	75%	55,000	70,000	90,125	77,012
Female	178	25%	48,000	60,000	80,000	66,370

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	20	3%	35,250	57,142	83,000	60,959
Consulting	70	9%	61,500	73,000	100,000	85,740
Customer Service/Public Relations	3	*	--	--	--	--
Engineering	66	9%	49,250	60,000	72,125	64,354
Finance	15	2%	60,000	70,300	120,000	94,907
Human Resources	6	1%	--	--	--	--
Information Technology/Information Systems	170	23%	58,000	73,000	98,500	82,298
Operations/Manufacturing	37	5%	45,750	65,000	90,750	68,804
Project Management Department or PMO	272	37%	52,000	62,000	85,000	70,073
Quality Management	4	1%	--	--	--	--
Research and Development	30	4%	45,500	65,000	88,800	66,271
Sales/Marketing	12	2%	54,250	70,490	93,275	71,470
Supply Chain Management/Logistics	5	1%	--	--	--	--
Training/Education	3	*	--	--	--	--
Other	26	4%	55,725	65,500	87,125	73,713

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	30	4%	46,375	55,000	65,250	55,684
Business services	11	1%	33,200	61,980	88,400	61,162
Construction	39	5%	44,000	60,000	75,000	61,454
Consulting	56	8%	55,000	69,000	85,750	77,479
Engineering	53	7%	50,000	60,000	90,831	71,464
Financial services	82	11%	68,000	85,191	110,186	94,454
Food and beverage	7	1%	--	--	--	--
Government	20	3%	47,600	58,625	94,355	68,827
Healthcare	25	3%	50,871	66,000	84,120	67,276
Information technology	170	23%	55,000	68,176	98,000	78,578
Insurance	11	1%	69,000	90,000	105,000	84,318
Legal	1	*	--	--	--	--
Manufacturing	36	5%	44,250	56,000	71,276	59,082
Pharmaceuticals	36	5%	52,125	67,750	93,000	77,245
Real estate	3	*	--	--	--	--
Resources (Agriculture, Mining, etc.)	29	4%	60,000	75,000	106,000	81,345
Telecommunications	50	7%	53,000	65,000	76,000	66,193
Training/education	6	1%	--	--	--	--
Utility	17	2%	52,000	65,000	77,549	68,817
Other	57	8%	51,500	62,000	83,000	69,041

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	271	37%	57,000	75,000	97,800	81,981
Construction	113	15%	52,400	65,000	86,000	70,937
Engineering	184	25%	50,000	62,000	80,000	67,465
Information Technology	378	51%	57,500	72,000	92,000	79,639
Manufacturing	70	10%	47,935	60,000	74,217	62,714
Operations	168	23%	52,313	70,000	88,050	76,651
Quality Management	56	8%	54,242	65,500	85,000	71,688
Regulatory Compliance	100	14%	57,250	70,150	91,875	79,843
Research & Development	86	12%	50,783	66,000	80,250	70,993
Supply Chain Management/Logistics	58	8%	50,000	63,100	82,750	73,840
Other	40	5%	47,000	58,000	74,500	65,411

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	87	12%	50,000	74,000	100,000	83,100
100 to 299	53	7%	47,371	61,016	75,000	64,244
300 to 999	52	7%	55,000	62,500	75,000	66,594
1,000 to 2,499	59	8%	51,000	64,000	84,000	69,219
2,500 to 4,999	61	8%	51,750	69,000	91,250	74,155
5,000 to 9,999	73	10%	54,000	68,000	87,000	74,180
10,000 or more	354	48%	54,992	65,500	90,467	75,171

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	71	12%	48,000	64,500	75,000	64,071
5-9 people	192	32%	52,313	64,250	85,000	71,926
10-14 people	142	24%	52,950	65,000	85,000	71,764
15-19 people	44	7%	55,000	64,000	90,000	75,793
20 or more people	143	24%	62,000	80,000	110,000	89,325

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	47	7%	38,489	48,800	69,419	54,168
\$100,000 to \$499,999	137	20%	48,000	60,000	70,150	63,125
\$500,000 to \$999,999	106	15%	52,875	64,225	80,410	68,968
\$1 million to \$10 million	280	41%	56,250	72,460	92,214	78,885
More than \$10 million	116	17%	60,254	80,049	109,001	88,544

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	172	23%
Yes - Informal	342	46%
No	176	24%
Don't Know	46	6%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	89	18%
Yes - Informal	281	56%
No	87	17%
Don't Know	47	9%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	318	44%
Yes - Informal	223	31%
No	143	20%
Don't Know	42	6%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	57	8%	64	9%	620	85%
Director of Project Management Office (PMO)	5	13%	5	13%	31	79%
Portfolio Manager	8	14%	8	14%	44	75%
Program Manager	18	9%	25	13%	153	80%
Project Manager III	14	7%	14	7%	162	87%
Project Manager II	4	4%	5	5%	97	92%
Project Manager I	3	5%	4	7%	51	89%
Project Management Specialist	3	10%	1	3%	27	87%
Project Management Consultant	2	3%	2	3%	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	30%	372	51%	331	45%
Director of Project Management Office (PMO)	13	33%	24	62%	21	54%
Portfolio Manager	25	42%	33	56%	31	53%
Program Manager	71	37%	106	55%	93	49%
Project Manager III	54	29%	94	50%	80	43%
Project Manager II	22	20%	54	50%	51	47%
Project Manager I	8	14%	20	35%	21	37%
Project Management Specialist	13	43%	17	57%	15	50%
Project Management Consultant	14	24%	24	41%	19	32%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	712	22.1	676	23.8
Director of Project Management Office (PMO)	38	22.2	38	24.9
Portfolio Manager	57	23.8	52	26.2
Program Manager	186	22.3	182	24.2
Project Manager III	180	22.1	178	23.6
Project Manager II	108	22.8	96	24.9
Project Manager I	56	23.8	51	24.9
Project Management Specialist	31	23.1	28	24.3
Project Management Consultant	56	15.7	51	16.0

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	120	16%	499	68%	59	8%
Director of Project Management Office (PMO)	7	18%	26	65%	3	8%
Portfolio Manager	15	25%	45	76%	4	7%
Program Manager	33	17%	137	72%	14	7%
Project Manager III	26	14%	128	70%	12	7%
Project Manager II	13	12%	76	71%	7	7%
Project Manager I	11	19%	39	66%	7	12%
Project Management Specialist	12	39%	19	61%	1	3%
Project Management Consultant	3	5%	29	49%	11	19%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	732	38.3	727	44.6
Director of Project Management Office (PMO)	40	39.8	39	48.7
Portfolio Manager	59	37.7	59	47.2
Program Manager	193	38.3	192	45.6
Project Manager III	186	38.2	185	43.9
Project Manager II	107	38.2	105	43.2
Project Manager I	59	38.3	59	42.8
Project Management Specialist	31	38.3	31	42.1
Project Management Consultant	57	38.7	57	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)	7	4%	--	--	--	--
Portfolio Manager	7	4%	--	--	--	--
Program Manager	37	23%	71,500	81,000	134,608	101,045
Project Manager III	45	28%	60,508	80,000	110,000	87,077
Project Manager II	16	10%	58,224	80,500	110,000	82,906
Project Manager I	8	5%	--	--	--	--
Project Management Specialist	9	6%	--	--	--	--
Project Management Consultant	32	20%	57,120	82,000	135,000	92,480

## 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%	65,500	82,000	93,900	85,095
Portfolio Manager	52	9%	62,750	82,000	99,000	86,758
Program Manager	156	27%	60,000	73,000	91,400	76,982
Project Manager III	144	25%	51,500	60,000	77,500	66,390
Project Manager II	93	16%	42,750	56,000	66,000	57,641
Project Manager I	51	9%	35,000	48,000	60,000	50,173
Project Management Specialist	22	4%	43,798	50,000	67,250	57,181
Project Management Consultant	27	5%	50,000	68,000	80,000	67,171



# United States

Total Compensation (in U.S. Dollars)					
COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	8,967	93,000	116,000	140,000	118,969
Total Compensation	8,967	98,000	124,000	153,000	130,092

Reported/Expected Change in Total Compensation over Past/Next 12 Months					
PAST 12 MONTHS	N=	PERCENT	NEXT 12 MONTHS	N=	PERCENT
Decreased	228	3%	Decrease	91	1%
Remained the same	1,621	18%	Remain the same	1,465	16%
Increased less than 1%	244	3%	Increase less than 1%	267	3%
Increased 1% to 2.9%	2,518	28%	Increase 1% to 2.9%	2,762	31%
Increased 3% to 3.9%	1,644	18%	Increase 3% to 3.9%	2,059	23%
Increased 4% to 4.9%	574	6%	Increase 4% to 4.9%	635	7%
Increased 5% to 6.9%	581	6%	Increase 5% to 6.9%	675	8%
Increased 7% to 9.9%	392	4%	Increase 7% to 9.9%	281	3%
Increased 10% to 14.9%	517	6%	Increase 10% to 14.9%	404	5%
Increased 15% to 19.9%	188	2%	Increase 15% to 19.9%	120	1%
Increased 20% to 24.9%	156	2%	Increase 20% to 24.9%	78	1%
Increased 25% to 29.9%	98	1%	Increase 25% to 29.9%	35	*
Increased 30% or greater	206	2%	Increase 30% or greater	95	1%

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	624	7%	120,000	144,000	175,000	148,262
Portfolio Manager	713	8%	115,000	138,000	160,000	140,784
Program Manager	2,455	27%	104,000	125,000	148,400	127,517
Project Manager III	2,325	26%	95,000	115,000	133,000	115,735
Project Manager II	1,299	14%	82,000	100,000	120,000	102,173
Project Manager I	685	8%	70,000	87,360	109,000	91,245
Project Management Specialist	364	4%	74,250	92,221	114,750	96,131
Project Management Consultant	502	6%	92,000	120,000	150,000	122,606

Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	51	1%	55,000	65,000	85,600	76,218
3 < 5 years	98	1%	65,750	80,000	93,118	82,781
5 < 10 years	715	8%	75,000	91,000	107,000	92,470
10 < 15 years	1,188	13%	85,000	104,000	125,000	106,773
15 < 20 years	1,225	14%	91,750	112,000	135,000	115,047
20 years or more	5,690	63%	100,961	124,000	149,000	126,696

## Annualized Salary by Technique Experience

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	2,431	29%	87,000	110,000	135,000	114,117
1 to 5 years	4,129	49%	92,000	115,000	137,000	116,940
6 years or more	1,863	22%	106,000	128,500	150,000	131,477
<b>EXTREME PROJECT MANAGEMENT</b>						
None	5,564	68%	92,000	115,000	139,000	117,269
1 to 5 years	1,472	18%	90,000	113,125	135,000	116,218
6 years or more	1,171	14%	105,000	130,000	152,000	131,963
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	1,786	21%	91,880	115,968	140,000	118,116
1 to 5 years	2,670	32%	83,000	103,000	128,000	107,268
6 years or more	3,895	47%	102,647	125,000	150,000	127,901
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	5,429	66%	93,250	116,000	140,000	118,731
1 to 5 years	1,603	20%	87,500	109,000	135,000	113,586
6 years or more	1,154	14%	101,000	125,000	150,000	128,881
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	2,469	30%	82,158	102,781	125,000	105,865
1 to 5 years	3,074	37%	90,000	112,000	135,000	114,876
6 years or more	2,823	34%	110,000	132,000	157,096	136,250
<b>PROGRAM MANAGEMENT</b>						
None	1,427	17%	80,000	98,000	120,000	101,043
1 to 5 years	3,126	37%	87,000	107,950	129,803	109,704
6 years or more	3,940	46%	109,000	130,000	155,000	133,894
<b>EARNED VALUE MANAGEMENT</b>						
None	3,222	39%	85,000	108,000	130,000	110,521
1 to 5 years	2,865	34%	93,050	115,000	138,000	117,572
6 years or more	2,243	27%	110,000	130,000	155,000	134,627
<b>LEAN PROJECT MANAGEMENT</b>						
None	3,559	43%	90,000	111,947	136,000	115,216
1 to 5 years	3,037	37%	92,000	115,000	137,000	117,070
6 years or more	1,723	21%	105,000	126,583	151,000	131,238
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	4,274	52%	92,069	115,000	140,000	117,835
1 to 5 years	2,152	26%	87,000	109,000	132,000	112,668
6 years or more	1,803	22%	104,000	126,000	150,000	130,119
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	2,018	24%	85,000	107,000	132,000	111,614
1 to 5 years	2,059	24%	82,000	101,700	127,000	107,087
6 years or more	4,335	52%	104,500	125,000	149,000	128,611
<b>RISK MANAGEMENT</b>						
None	965	11%	76,000	97,000	121,750	100,965
1 to 5 years	2,870	34%	85,000	104,000	127,000	108,000
6 years or more	4,604	55%	105,000	126,000	150,000	130,284
<b>CHANGE MANAGEMENT</b>						
None	859	10%	80,000	102,000	126,000	105,721
1 to 5 years	2,917	35%	83,000	103,000	127,050	107,388
6 years or more	4,671	55%	105,000	125,000	150,000	129,509
<b>RESOURCE MANAGEMENT</b>						
None	942	11%	80,000	100,000	124,721	104,136
1 to 5 years	2,810	33%	83,275	103,000	125,000	107,088
6 years or more	4,676	55%	105,000	126,000	150,000	129,750

### Annualized Salary by Years Worked in Project Management

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	524	6%	65,000	83,000	103,000	87,459
3 < 5 years	810	9%	75,000	90,000	110,000	94,816
5 < 10 years	2,235	25%	85,606	103,407	125,000	107,668
10 < 15 years	2,022	23%	100,000	120,000	140,000	122,461
15 < 20 years	1,481	17%	107,705	126,690	150,000	131,102
20 years or more	1,895	21%	112,500	135,000	160,000	138,128

### Annualized Salary by Highest Formal Education Level Obtained

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	67	1%	85,000	105,000	120,000	108,355
Some college or Associate's degree	604	7%	84,000	105,000	130,000	108,133
4-year college degree	3,766	42%	90,000	110,250	135,000	114,547
Master's degree	4,233	47%	99,000	120,000	145,000	123,866
Doctoral degree	297	3%	100,000	123,000	151,000	129,687

### Annualized Salary by Degree in Project Management

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	1,074	12%	92,920	117,584	142,000	120,398
No degree in PM	7,809	88%	93,000	116,000	140,000	118,713

### Annualized Salary by PMP® Status

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	7,278	81%	99,000	120,000	143,000	123,314
PMP for less than 1 year	57	1%	79,000	96,000	119,500	98,679
PMP for 1 < 5 years	3,105	43%	87,567	106,000	128,000	110,157
PMP for 5 < 10 years	2,100	29%	105,000	126,000	148,500	129,644
PMP for 10 < 20 years	1,855	26%	115,000	134,000	160,000	138,171
PMP for 20+ years	77	1%	120,000	140,000	167,500	145,350
Do not have a PMP certification	1,689	19%	75,000	95,000	120,000	100,247

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	3,999	45%	93,000	115,000	140,000	118,624
5 to 9 days	2,677	30%	95,000	119,000	143,000	121,168
10 days or more	2,115	24%	92,000	115,000	138,000	117,411

### Annualized Salary by Gender

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	5,111	60%	98,000	120,000	145,000	123,853
Female	3,473	40%	87,000	108,263	130,000	111,370

## Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	565	6%	79,775	103,000	136,500	112,119
Consulting	696	8%	100,000	127,000	155,000	129,741
Customer Service/Public Relations	58	1%	82,848	106,000	130,000	107,452
Engineering	796	9%	98,000	118,000	140,000	121,115
Finance	152	2%	84,250	114,066	135,000	115,356
Human Resources	61	1%	89,500	115,000	138,750	113,573
Information Technology/Information Systems	2,124	24%	98,000	120,000	140,000	120,641
Operations/Manufacturing	417	5%	85,000	106,000	132,050	111,594
Project Management Department or PMO	2,865	32%	95,000	118,000	140,000	119,899
Quality Management	133	1%	80,300	94,000	114,500	99,112
Research and Development	269	3%	93,750	121,000	147,000	123,112
Sales/Marketing	209	2%	80,000	106,000	140,000	112,450
Supply Chain Management/Logistics	155	2%	86,000	110,000	130,000	112,830
Training/Education	88	1%	73,360	93,250	116,000	96,140
Other	379	4%	88,400	110,000	136,000	116,128

## Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	350	4%	102,096	127,250	152,383	129,732
Business services	92	1%	69,000	90,000	111,750	97,232
Construction	346	4%	85,000	107,659	133,100	112,850
Consulting	586	7%	105,000	132,500	160,000	134,149
Engineering	562	6%	98,000	119,147	145,000	124,434
Financial services	640	7%	96,978	117,000	135,000	118,358
Food and beverage	87	1%	101,000	124,628	147,000	124,559
Government	1,080	12%	93,000	115,000	139,853	116,664
Healthcare	851	9%	89,000	108,319	130,000	111,248
Information technology	1,647	18%	97,000	120,000	142,000	122,245
Insurance	210	2%	90,000	110,525	128,350	111,910
Legal	38	*	97,025	118,500	150,500	121,199
Manufacturing	495	6%	91,500	115,000	130,000	114,773
Pharmaceuticals	273	3%	101,500	130,000	160,000	133,246
Real estate	51	1%	77,000	100,000	135,000	108,554
Resources (Agriculture, Mining, etc.)	123	1%	103,000	132,000	160,000	134,577
Telecommunications	355	4%	90,300	110,000	132,000	113,259
Training/education	142	2%	66,750	84,500	120,000	92,700
Utility	306	3%	100,000	120,800	140,000	122,255
Other	733	8%	85,000	108,000	133,000	112,002

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	2,250	25%	96,993	120,000	145,000	123,546
Construction	1,327	15%	92,000	114,000	139,360	118,678
Engineering	1,897	21%	100,000	123,369	150,000	127,908
Information Technology	4,714	53%	97,000	120,000	140,000	121,322
Manufacturing	724	8%	94,500	118,000	140,000	121,182
Operations	2,582	29%	90,000	115,000	140,000	117,529
Quality Management	1,033	12%	86,000	110,000	135,000	114,850
Regulatory Compliance	1,166	13%	94,000	117,000	140,000	119,122
Research & Development	1,099	12%	90,000	119,000	146,000	121,625
Supply Chain Management/Logistics	734	8%	95,000	120,000	140,000	120,730
Other	747	8%	88,500	110,000	135,000	113,165

### Annualized Salary by Number of Employees in Entire Organization

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	968	11%	85,000	111,000	144,000	118,179
100 to 299	779	9%	84,000	110,000	135,000	112,303
300 to 999	1,045	12%	88,000	110,000	135,000	113,401
1,000 to 2,499	808	9%	92,000	113,125	137,750	116,227
2,500 to 4,999	783	9%	90,000	113,027	139,000	116,863
5,000 to 9,999	857	10%	93,000	116,000	135,000	117,200
10,000 or more	3,727	42%	100,000	120,000	143,500	123,573

### Annualized Salary by Average Project Team Size

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1-4 people	1,006	15%	85,875	106,888	130,000	110,486
5-9 people	2,594	38%	94,000	115,000	137,000	117,577
10-14 people	1,498	22%	100,000	121,533	144,925	124,240
15-19 people	581	8%	101,000	122,000	147,465	126,520
20 or more people	1,199	17%	107,000	130,000	160,000	135,975

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	913	12%	77,000	95,000	120,000	99,539
\$100,000 to \$499,999	1,706	22%	87,000	106,000	129,250	110,171
\$500,000 to \$999,999	1,294	16%	93,000	115,000	135,000	116,165
\$1 million to \$10 million	2,972	37%	102,965	124,680	148,992	127,450
More than \$10 million	1,044	13%	111,000	135,100	162,289	139,459

### Project Management Career Path within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	2,171	24%
Yes - Informal	4,150	47%
No	2,123	24%
Don't Know	465	5%

### Project Management Career Path Connected to Roles in Upper Management

	N=	PERCENT
Yes - Clearly defined/in writing	1,369	22%
Yes - Informal	3,298	53%
No	1,011	16%
Don't Know	593	9%

### Defined Set of Performance Skills for Project Managers within Organization

	N=	PERCENT
Yes - Clearly defined/in writing	3,409	39%
Yes - Informal	2,854	32%
No	1,986	23%
Don't Know	535	6%

### Equities Offered in Past Year by Position Description

	STOCK OPTIONS		STOCK (I.E. SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	728	8%	932	11%	7,358	83%
Director of Project Management Office (PMO)	90	15%	119	19%	440	71%
Portfolio Manager	94	13%	101	14%	538	76%
Program Manager	241	10%	283	12%	1,947	81%
Project Manager III	150	7%	223	10%	1,954	86%
Project Manager II	75	6%	89	7%	1,132	88%
Project Manager I	31	5%	47	7%	599	89%
Project Management Specialist	21	6%	35	10%	310	86%
Project Management Consultant	26	5%	35	7%	438	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%	4,087	46%	4,577	52%
Director of Project Management Office (PMO)	63	10%	369	60%	352	57%
Portfolio Manager	67	9%	387	55%	405	57%
Program Manager	192	8%	1,201	50%	1,278	53%
Project Manager III	179	8%	1,064	47%	1,200	52%
Project Manager II	91	7%	545	42%	623	49%
Project Manager I	58	9%	241	36%	295	44%
Project Management Specialist	29	8%	114	32%	188	53%
Project Management Consultant	35	7%	166	34%	236	48%

### Mean Number of Vacation Days by Position Description

	AFTER 1 YEAR		AFTER 10 YEARS	
	N=	MEAN	N=	MEAN
Total	8,458	15.2	8,150	21.9
Director of Project Management Office (PMO)	594	15.8	586	22.6
Portfolio Manager	682	15.8	659	22.5
Program Manager	2,320	15.6	2,253	22.4
Project Manager III	2,162	14.6	2,125	21.6
Project Manager II	1,238	15.2	1,177	22.0
Project Manager I	651	15.2	595	21.9
Project Management Specialist	344	14.6	314	21.7
Project Management Consultant	467	14.5	441	19.7

## Pension Plans Offered by Position Description

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	2,609	30%	6,275	71%	497	6%
Director of Project Management Office (PMO)	176	29%	443	72%	39	6%
Portfolio Manager	219	31%	540	76%	51	7%
Program Manager	725	30%	1,755	73%	143	6%
Project Manager III	642	28%	1,643	72%	94	4%
Project Manager II	388	30%	901	70%	78	6%
Project Manager I	223	33%	442	66%	38	6%
Project Management Specialist	111	31%	235	67%	27	8%
Project Management Consultant	125	26%	316	64%	27	6%

## Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	8,827	40.0	8,826	46.4
Director of Project Management Office (PMO)	608	39.9	613	49.2
Portfolio Manager	707	40.1	708	48.7
Program Manager	2,419	40.1	2,416	47.2
Project Manager III	2,287	40.0	2,291	45.9
Project Manager II	1,288	40.2	1,282	45.2
Project Manager I	673	40.1	670	44.7
Project Management Specialist	358	40.1	353	44.5
Project Management Consultant	487	39.9	493	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)	73	7%	120,000	150,000	196,500	155,486
Portfolio Manager	79	8%	125,000	150,000	178,500	153,492
Program Manager	272	27%	109,250	134,654	160,000	136,220
Project Manager III	247	25%	101,000	120,000	140,000	123,240
Project Manager II	111	11%	80,000	104,000	130,000	107,870
Project Manager I	63	6%	67,000	83,000	100,000	84,137
Project Management Specialist	42	4%	79,500	91,500	123,000	99,679
Project Management Consultant	117	12%	104,161	140,000	175,000	142,029

## Annualized Salary by Position Description - Excluding Self-Employed

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	551	7%	120,000	143,380	172,000	147,305
Portfolio Manager	634	8%	114,000	135,500	160,000	139,200
Program Manager	2,183	27%	104,000	125,000	147,000	126,432
Project Manager III	2,078	26%	95,000	113,495	130,808	114,843
Project Manager II	1,188	15%	82,000	99,900	119,829	101,640
Project Manager I	622	8%	70,847	88,500	110,000	91,965
Project Management Specialist	322	4%	73,600	92,221	114,000	95,669
Project Management Consultant	385	5%	90,000	111,000	138,500	116,704

# APPENDIX A

## Demographic Comparisons by Country

Years of Work Experience							
COUNTRY	N=	<3	3-<5	5-<10	10-<15	15-<20	20+
Australia	818	0%	1%	6%	20%	17%	56%
Belgium	243	1%	4%	13%	11%	19%	52%
Brazil	820	0%	1%	9%	20%	22%	49%
Canada	2,869	0%	2%	11%	18%	18%	51%
Chile	194	1%	1%	8%	27%	25%	38%
China	826	0%	7%	29%	40%	16%	9%
Colombia	453	0%	1%	13%	33%	20%	33%
Costa Rica	98	0%	0%	18%	26%	34%	22%
Ecuador	153	1%	2%	18%	27%	18%	35%
Egypt	231	0%	1%	22%	34%	24%	19%
France	792	1%	1%	11%	22%	20%	44%
Germany	988	1%	2%	13%	22%	18%	45%
Hong Kong	322	1%	3%	22%	20%	22%	33%
India	885	0%	0%	10%	34%	32%	23%
Indonesia	102	0%	0%	12%	30%	27%	30%
Ireland	520	1%	1%	8%	16%	19%	56%
Italy	1,131	0%	1%	9%	18%	24%	48%
Japan	602	0%	0%	6%	17%	23%	53%
Malaysia	440	0%	1%	13%	23%	30%	33%
Mexico	680	0%	1%	12%	23%	23%	41%
Netherlands	347	1%	1%	15%	16%	16%	51%
New Zealand	461	1%	2%	7%	11%	14%	65%
Nigeria	297	0%	2%	27%	35%	23%	12%
Pakistan	171	0%	1%	25%	39%	22%	13%
Peru	320	1%	2%	19%	32%	23%	23%
Philippines	306	0%	1%	12%	25%	24%	39%
Poland	470	0%	1%	16%	32%	21%	30%
Portugal	340	1%	1%	6%	22%	20%	50%
Qatar	283	0%	1%	14%	25%	29%	31%
Russian Federation	240	0%	1%	13%	28%	30%	28%
Saudi Arabia	542	0%	3%	23%	28%	25%	21%
Singapore	783	0%	0%	13%	27%	27%	32%
South Africa	771	0%	1%	10%	20%	23%	46%
South Korea	290	0%	0%	12%	25%	22%	41%
Spain	1,308	1%	1%	10%	22%	27%	39%
Sweden	463	0%	2%	7%	14%	17%	60%
Switzerland	539	0%	1%	14%	24%	19%	41%
Taiwan	298	0%	3%	22%	28%	19%	29%
Turkey	344	0%	1%	18%	33%	22%	26%
United Arab Emirates	602	0%	1%	15%	30%	25%	29%
United Kingdom	739	0%	1%	7%	16%	16%	60%
United States	8,967	1%	1%	8%	13%	14%	63%



Years of Project Management Experience							
COUNTRY	N=	<3	3–<5	5–<10	10–<15	15–<20	20+
Australia	818	4%	7%	26%	28%	17%	18%
Belgium	243	4%	9%	35%	21%	17%	13%
Brazil	820	4%	6%	32%	33%	17%	10%
Canada	2,869	5%	9%	30%	24%	17%	15%
Chile	194	2%	7%	38%	28%	14%	11%
China	826	13%	23%	42%	17%	3%	1%
Colombia	453	3%	8%	40%	31%	13%	6%
Costa Rica	98	10%	15%	46%	21%	5%	2%
Ecuador	153	6%	7%	45%	29%	10%	3%
Egypt	231	4%	16%	46%	22%	7%	4%
France	792	4%	8%	30%	30%	17%	11%
Germany	988	4%	10%	31%	26%	16%	14%
Hong Kong	322	6%	14%	37%	26%	12%	6%
India	885	4%	9%	46%	29%	8%	3%
Indonesia	102	2%	3%	43%	35%	8%	9%
Ireland	520	7%	10%	32%	25%	13%	13%
Italy	1,131	3%	7%	30%	31%	18%	11%
Japan	602	2%	7%	30%	27%	22%	11%
Malaysia	440	3%	8%	35%	33%	14%	6%
Mexico	680	5%	9%	35%	28%	14%	9%
Netherlands	347	6%	7%	29%	25%	16%	16%
New Zealand	461	8%	10%	21%	22%	16%	24%
Nigeria	297	4%	13%	50%	23%	8%	2%
Pakistan	171	2%	15%	50%	20%	10%	2%
Peru	320	6%	11%	43%	24%	8%	8%
Philippines	306	3%	10%	36%	27%	17%	6%
Poland	470	3%	12%	41%	24%	14%	7%
Portugal	340	3%	8%	32%	31%	17%	9%
Qatar	283	4%	10%	31%	35%	10%	10%
Russian Federation	240	3%	10%	44%	31%	9%	3%
Saudi Arabia	542	4%	15%	42%	23%	11%	4%
Singapore	783	4%	11%	40%	29%	11%	5%
South Africa	771	3%	7%	30%	28%	20%	11%
South Korea	290	4%	9%	37%	25%	13%	12%
Spain	1,308	5%	9%	35%	29%	16%	6%
Sweden	463	2%	7%	22%	25%	21%	22%
Switzerland	539	4%	12%	35%	25%	12%	12%
Taiwan	298	7%	14%	38%	24%	12%	4%
Turkey	344	5%	13%	46%	23%	8%	4%
United Arab Emirates	602	3%	12%	35%	32%	11%	7%
United Kingdom	739	3%	8%	25%	26%	16%	22%
United States	8,967	6%	9%	25%	23%	17%	21%

Years of Technique Experience								
	AGILE PROJECT MANAGEMENT/SCRUM				EXTREME PROJECT MANAGEMENT			
COUNTRY	N=	NONE	1-5	6+	N=	NONE	1-5	6+
Australia	786	27%	49%	24%	758	64%	18%	18%
Belgium	230	31%	48%	21%	224	74%	15%	11%
Brazil	794	27%	56%	17%	782	55%	25%	20%
Canada	2,660	35%	45%	20%	2,600	70%	17%	14%
Chile	183	38%	51%	11%	182	67%	20%	13%
China	691	34%	49%	16%	686	50%	33%	17%
Colombia	424	38%	53%	10%	412	63%	25%	12%
Costa Rica	95	23%	66%	11%	94	67%	20%	13%
Ecuador	145	32%	51%	17%	144	55%	27%	18%
Egypt	196	41%	39%	20%	198	35%	36%	29%
France	758	30%	51%	19%	745	71%	19%	10%
Germany	936	22%	60%	18%	918	69%	20%	10%
Hong Kong	290	25%	60%	16%	285	64%	21%	14%
India	807	22%	55%	23%	765	44%	34%	22%
Indonesia	93	41%	43%	16%	92	47%	32%	22%
Ireland	486	30%	50%	20%	474	74%	15%	11%
Italy	1,038	38%	48%	15%	1,000	71%	18%	11%
Japan	521	50%	36%	14%	516	58%	25%	17%
Malaysia	399	35%	47%	18%	396	57%	25%	18%
Mexico	663	24%	60%	16%	655	59%	26%	15%
Netherlands	335	23%	54%	23%	321	66%	16%	18%
New Zealand	423	37%	47%	16%	406	78%	15%	7%
Nigeria	257	33%	51%	16%	243	44%	36%	19%
Pakistan	157	34%	48%	18%	152	41%	45%	14%
Peru	299	35%	53%	13%	292	58%	29%	13%
Philippines	287	30%	54%	16%	283	61%	25%	14%
Poland	446	20%	60%	21%	431	67%	21%	12%
Portugal	313	29%	53%	18%	307	73%	17%	10%
Qatar	248	44%	36%	20%	249	49%	24%	26%
Russian Federation	220	25%	58%	17%	215	54%	30%	16%
Saudi Arabia	447	39%	43%	18%	450	46%	30%	24%
Singapore	727	31%	50%	18%	710	64%	23%	14%
South Africa	715	36%	44%	20%	709	49%	28%	23%
South Korea	229	48%	31%	21%	232	50%	26%	24%
Spain	1,203	35%	49%	16%	1,186	69%	20%	11%
Sweden	439	26%	52%	21%	420	72%	17%	11%
Switzerland	504	23%	57%	20%	499	76%	16%	9%
Taiwan	253	38%	46%	16%	250	53%	30%	17%
Turkey	298	30%	55%	15%	294	50%	33%	17%
United Arab Emirates	529	39%	44%	16%	529	48%	31%	21%
United Kingdom	705	28%	49%	23%	684	70%	16%	13%
United States	8,423	29%	49%	22%	8,207	68%	18%	14%

Years of Technique Experience (continued)								
	PROCESS-BASED PROJECT MANAGEMENT				EVENT CHAIN PROJECT MANAGEMENT			
COUNTRY	N=	NONE	1-5	6+	N=	NONE	1-5	6+
Australia	767	25%	32%	43%	753	67%	19%	14%
Belgium	229	30%	36%	34%	229	73%	18%	9%
Brazil	797	19%	31%	50%	780	54%	25%	21%
Canada	2,647	25%	35%	40%	2,588	67%	20%	13%
Chile	186	20%	35%	45%	184	63%	22%	15%
China	699	15%	54%	31%	689	43%	38%	19%
Colombia	424	20%	38%	42%	411	57%	29%	14%
Costa Rica	95	22%	49%	28%	94	64%	29%	7%
Ecuador	146	16%	42%	42%	142	49%	25%	25%
Egypt	204	16%	45%	39%	189	63%	25%	12%
France	752	25%	32%	43%	731	73%	16%	11%
Germany	927	26%	36%	38%	906	74%	15%	11%
Hong Kong	288	18%	44%	38%	285	56%	27%	16%
India	803	10%	44%	45%	749	58%	29%	14%
Indonesia	95	14%	41%	45%	93	47%	35%	17%
Ireland	483	23%	38%	40%	468	70%	17%	13%
Italy	1,029	26%	32%	42%	993	65%	22%	13%
Japan	526	26%	33%	41%	520	61%	23%	16%
Malaysia	406	21%	38%	41%	390	59%	25%	16%
Mexico	662	19%	35%	46%	656	55%	27%	18%
Netherlands	326	25%	33%	41%	325	70%	17%	13%
New Zealand	414	29%	34%	37%	400	75%	17%	9%
Nigeria	267	14%	49%	37%	250	46%	38%	16%
Pakistan	157	27%	43%	29%	150	57%	31%	12%
Peru	300	19%	42%	39%	290	51%	33%	17%
Philippines	290	19%	41%	40%	282	61%	24%	15%
Poland	441	22%	38%	40%	425	67%	21%	12%
Portugal	311	28%	34%	38%	300	66%	21%	13%
Qatar	262	27%	34%	39%	247	61%	21%	18%
Russian Federation	218	21%	37%	43%	213	60%	25%	15%
Saudi Arabia	463	23%	42%	34%	441	63%	22%	14%
Singapore	731	25%	39%	36%	707	62%	24%	14%
South Africa	720	20%	34%	46%	705	53%	30%	18%
South Korea	243	17%	38%	45%	237	51%	30%	19%
Spain	1,197	28%	37%	35%	1,169	61%	23%	17%
Sweden	427	27%	30%	43%	424	67%	19%	14%
Switzerland	506	30%	39%	31%	495	74%	18%	8%
Taiwan	255	18%	44%	37%	251	47%	36%	18%
Turkey	294	22%	43%	35%	290	55%	28%	17%
United Arab Emirates	541	19%	40%	42%	518	61%	23%	16%
United Kingdom	698	23%	30%	47%	676	68%	19%	12%
United States	8,351	21%	32%	47%	8,186	66%	20%	14%

Years of Technique Experience (continued)								
	PROJECT PORTFOLIO MANAGEMENT				PROGRAM MANAGEMENT			
COUNTRY	N=	NONE	1-5	6+	N=	NONE	1-5	6+
Australia	774	30%	39%	31%	782	20%	42%	38%
Belgium	229	35%	38%	27%	240	24%	45%	31%
Brazil	797	28%	41%	31%	797	24%	41%	35%
Canada	2,665	35%	37%	29%	2,691	25%	39%	37%
Chile	182	38%	36%	26%	183	27%	36%	37%
China	691	35%	46%	20%	711	17%	54%	29%
Colombia	426	41%	39%	20%	424	30%	44%	25%
Costa Rica	95	49%	43%	7%	94	34%	51%	15%
Ecuador	142	37%	38%	25%	147	28%	41%	31%
Egypt	193	43%	34%	23%	195	30%	42%	28%
France	760	43%	33%	24%	759	30%	37%	33%
Germany	929	39%	40%	21%	933	31%	41%	28%
Hong Kong	288	39%	40%	21%	293	30%	43%	27%
India	775	32%	46%	22%	807	22%	44%	34%
Indonesia	94	33%	36%	31%	96	19%	50%	31%
Ireland	484	36%	39%	25%	494	21%	45%	34%
Italy	1,011	48%	31%	20%	1,040	26%	37%	37%
Japan	524	50%	31%	20%	527	36%	36%	28%
Malaysia	395	38%	37%	25%	401	26%	39%	35%
Mexico	665	29%	45%	26%	669	20%	45%	35%
Netherlands	328	32%	40%	28%	334	23%	42%	35%
New Zealand	419	40%	35%	25%	429	24%	40%	35%
Nigeria	257	35%	44%	21%	269	22%	46%	32%
Pakistan	155	47%	37%	15%	156	33%	42%	25%
Peru	299	45%	39%	16%	305	30%	46%	24%
Philippines	286	32%	41%	27%	292	20%	48%	32%
Poland	444	38%	42%	20%	445	27%	49%	24%
Portugal	314	39%	37%	24%	316	29%	40%	31%
Qatar	254	46%	32%	22%	252	27%	37%	35%
Russian Federation	218	52%	32%	17%	219	37%	43%	19%
Saudi Arabia	451	49%	30%	21%	468	29%	40%	32%
Singapore	705	38%	40%	23%	730	29%	41%	30%
South Africa	724	33%	37%	30%	729	19%	42%	39%
South Korea	238	46%	30%	24%	241	32%	37%	32%
Spain	1,198	48%	30%	22%	1,215	33%	36%	31%
Sweden	433	42%	37%	21%	437	32%	41%	27%
Switzerland	504	38%	39%	23%	511	31%	42%	27%
Taiwan	254	37%	36%	28%	258	19%	44%	37%
Turkey	304	41%	39%	20%	304	33%	45%	22%
United Arab Emirates	541	40%	38%	23%	538	28%	40%	31%
United Kingdom	700	32%	36%	31%	718	16%	41%	42%
United States	8,366	30%	37%	34%	8,493	17%	37%	46%

## Years of Technique Experience (continued)

	EARNED VALUE MANAGEMENT				LEAN PROJECT MANAGEMENT			
COUNTRY	N=	NONE	1-5	6+	N=	NONE	1-5	6+
Australia	771	31%	35%	34%	763	43%	36%	21%
Belgium	232	31%	44%	25%	230	46%	35%	20%
Brazil	797	24%	40%	37%	787	39%	39%	22%
Canada	2,651	36%	36%	28%	2,631	47%	35%	18%
Chile	184	24%	38%	38%	185	56%	34%	10%
China	690	39%	43%	18%	695	38%	43%	19%
Colombia	427	21%	49%	30%	417	47%	39%	14%
Costa Rica	92	47%	36%	17%	93	49%	37%	14%
Ecuador	145	22%	41%	37%	144	42%	36%	22%
Egypt	198	24%	45%	31%	188	56%	27%	17%
France	751	35%	42%	23%	749	51%	35%	13%
Germany	928	32%	39%	29%	925	43%	39%	18%
Hong Kong	286	43%	41%	16%	288	47%	38%	16%
India	788	27%	44%	28%	775	33%	45%	22%
Indonesia	94	21%	45%	34%	93	39%	41%	20%
Ireland	481	46%	34%	20%	478	41%	41%	18%
Italy	1,030	27%	40%	33%	1,010	55%	30%	15%
Japan	525	31%	38%	31%	521	45%	32%	22%
Malaysia	396	36%	39%	25%	398	45%	37%	18%
Mexico	662	23%	47%	30%	660	40%	43%	17%
Netherlands	326	34%	37%	29%	332	39%	39%	22%
New Zealand	417	34%	37%	29%	411	53%	34%	13%
Nigeria	256	24%	51%	25%	259	38%	44%	18%
Pakistan	153	27%	51%	22%	147	46%	40%	14%
Peru	301	17%	53%	30%	301	39%	46%	16%
Philippines	284	36%	37%	27%	285	48%	36%	16%
Poland	437	36%	37%	27%	441	46%	41%	12%
Portugal	317	26%	39%	34%	311	52%	33%	15%
Qatar	257	21%	37%	42%	247	44%	36%	20%
Russian Federation	219	29%	43%	28%	219	53%	33%	14%
Saudi Arabia	462	26%	46%	28%	451	47%	35%	19%
Singapore	727	39%	39%	22%	718	45%	38%	16%
South Africa	729	22%	42%	36%	710	42%	38%	21%
South Korea	243	31%	39%	30%	233	49%	28%	22%
Spain	1,200	32%	41%	28%	1,199	49%	35%	15%
Sweden	431	34%	36%	29%	433	45%	37%	18%
Switzerland	502	42%	38%	20%	501	46%	38%	16%
Taiwan	253	44%	36%	20%	255	47%	35%	19%
Turkey	298	22%	44%	33%	293	43%	37%	20%
United Arab Emirates	533	20%	44%	36%	524	46%	37%	17%
United Kingdom	702	34%	35%	31%	686	44%	37%	19%
United States	8,330	39%	34%	27%	8,319	43%	37%	21%

Years of Technique Experience (continued)								
	CRITICAL CHAIN PROJECT MANAGEMENT				WATERFALL PROJECT MANAGEMENT			
COUNTRY	N=	NONE	1-5	6+	N=	NONE	1-5	6+
Australia	755	49%	28%	24%	778	20%	23%	57%
Belgium	225	50%	28%	22%	234	23%	21%	56%
Brazil	785	34%	32%	33%	793	24%	25%	51%
Canada	2,612	51%	26%	23%	2,682	29%	26%	45%
Chile	181	40%	34%	25%	184	30%	25%	45%
China	686	35%	42%	23%	690	39%	40%	21%
Colombia	419	35%	37%	28%	421	38%	26%	36%
Costa Rica	94	40%	46%	14%	93	26%	39%	35%
Ecuador	143	29%	40%	31%	144	33%	31%	36%
Egypt	193	51%	33%	17%	197	37%	31%	32%
France	742	47%	31%	22%	756	24%	24%	52%
Germany	923	43%	32%	25%	939	16%	26%	58%
Hong Kong	288	41%	34%	24%	292	17%	30%	52%
India	765	36%	40%	24%	807	15%	38%	47%
Indonesia	94	35%	35%	30%	98	19%	28%	53%
Ireland	469	54%	26%	19%	488	21%	27%	52%
Italy	1,018	44%	32%	24%	1,044	24%	24%	52%
Japan	523	42%	32%	26%	534	14%	24%	62%
Malaysia	393	45%	30%	24%	401	25%	27%	47%
Mexico	662	34%	35%	31%	667	20%	27%	53%
Netherlands	324	44%	28%	28%	332	18%	23%	59%
New Zealand	411	56%	22%	22%	429	27%	24%	49%
Nigeria	255	32%	43%	25%	260	40%	30%	30%
Pakistan	151	44%	36%	19%	156	25%	38%	37%
Peru	295	32%	38%	31%	298	32%	36%	32%
Philippines	285	47%	31%	22%	292	16%	31%	53%
Poland	436	43%	34%	24%	443	11%	28%	61%
Portugal	309	49%	30%	22%	319	21%	26%	53%
Qatar	246	39%	35%	26%	247	49%	25%	27%
Russian Federation	216	33%	33%	33%	218	12%	29%	58%
Saudi Arabia	448	45%	33%	22%	452	40%	31%	29%
Singapore	711	50%	30%	21%	742	23%	31%	45%
South Africa	716	33%	33%	34%	728	30%	24%	46%
South Korea	239	38%	33%	29%	230	48%	29%	23%
Spain	1,184	45%	31%	24%	1,196	30%	28%	43%
Sweden	427	37%	33%	30%	443	12%	21%	66%
Switzerland	504	52%	31%	17%	508	19%	32%	49%
Taiwan	252	36%	38%	26%	253	31%	38%	31%
Turkey	298	40%	37%	23%	304	19%	36%	44%
United Arab Emirates	532	41%	34%	25%	526	41%	29%	30%
United Kingdom	690	50%	25%	24%	710	22%	21%	58%
United States	8,229	52%	26%	22%	8,412	24%	24%	52%

## Years of Technique Experience (continued)

	RISK MANAGEMENT				CHANGE MANAGEMENT			
COUNTRY	N=	NONE	1-5	6+	N=	NONE	1-5	6+
Australia	786	7%	29%	64%	783	10%	36%	54%
Belgium	235	9%	37%	54%	239	10%	44%	46%
Brazil	803	9%	37%	54%	798	11%	37%	52%
Canada	2,724	11%	38%	50%	2,719	10%	39%	51%
Chile	186	11%	41%	48%	186	16%	38%	47%
China	704	16%	54%	30%	712	17%	54%	30%
Colombia	430	13%	47%	40%	423	14%	45%	40%
Costa Rica	95	18%	53%	29%	96	17%	48%	35%
Ecuador	145	12%	43%	45%	144	19%	42%	38%
Egypt	199	16%	50%	34%	198	11%	47%	41%
France	758	10%	42%	48%	755	12%	43%	45%
Germany	940	8%	38%	55%	945	9%	40%	50%
Hong Kong	295	13%	44%	43%	294	9%	45%	46%
India	822	8%	42%	50%	816	8%	44%	49%
Indonesia	95	6%	42%	52%	96	7%	48%	45%
Ireland	494	10%	39%	52%	495	10%	38%	51%
Italy	1,045	16%	42%	41%	1,035	18%	39%	43%
Japan	532	9%	33%	58%	531	16%	36%	48%
Malaysia	411	7%	43%	50%	407	11%	42%	47%
Mexico	667	11%	46%	43%	664	13%	44%	44%
Netherlands	335	6%	35%	59%	334	11%	34%	54%
New Zealand	434	7%	32%	60%	422	17%	40%	43%
Nigeria	273	11%	49%	40%	266	11%	50%	40%
Pakistan	156	13%	56%	31%	157	17%	49%	34%
Peru	309	14%	51%	36%	302	17%	46%	38%
Philippines	291	10%	43%	48%	289	8%	45%	47%
Poland	447	9%	35%	56%	448	6%	42%	52%
Portugal	316	14%	42%	44%	311	12%	39%	49%
Qatar	263	11%	47%	42%	255	13%	42%	45%
Russian Federation	221	8%	41%	52%	222	9%	45%	45%
Saudi Arabia	471	14%	53%	33%	460	15%	50%	35%
Singapore	738	12%	48%	40%	745	12%	45%	44%
South Africa	738	4%	33%	63%	739	8%	37%	54%
South Korea	256	14%	42%	44%	244	19%	41%	40%
Spain	1,210	16%	42%	42%	1,197	18%	43%	39%
Sweden	438	5%	29%	67%	436	10%	32%	58%
Switzerland	508	10%	44%	46%	513	9%	46%	45%
Taiwan	256	16%	46%	38%	256	21%	45%	34%
Turkey	307	15%	41%	45%	309	8%	47%	45%
United Arab Emirates	555	10%	44%	46%	552	7%	43%	50%
United Kingdom	713	8%	29%	63%	713	7%	33%	59%
United States	8,439	11%	34%	55%	8,447	10%	35%	55%

Years of Technique Experience (continued)				
	RESOURCE MANAGEMENT			
COUNTRY	N=	NONE	1-5	6+
Australia	785	8%	29%	64%
Belgium	234	8%	38%	54%
Brazil	792	7%	35%	58%
Canada	2,684	11%	36%	53%
Chile	182	15%	32%	52%
China	698	18%	53%	28%
Colombia	426	12%	42%	46%
Costa Rica	93	12%	54%	34%
Ecuador	143	9%	38%	53%
Egypt	202	6%	44%	50%
France	752	12%	36%	52%
Germany	940	10%	35%	55%
Hong Kong	291	9%	46%	45%
India	808	5%	40%	56%
Indonesia	95	13%	39%	48%
Ireland	486	10%	42%	48%
Italy	1,043	9%	37%	54%
Japan	526	13%	32%	55%
Malaysia	404	10%	40%	51%
Mexico	668	10%	40%	50%
Netherlands	331	9%	33%	58%
New Zealand	418	11%	36%	53%
Nigeria	266	6%	45%	48%
Pakistan	155	6%	50%	44%
Peru	301	14%	45%	41%
Philippines	287	7%	37%	57%
Poland	445	11%	38%	52%
Portugal	317	8%	37%	55%
Qatar	260	8%	33%	60%
Russian Federation	218	6%	40%	54%
Saudi Arabia	460	11%	48%	41%
Singapore	740	11%	44%	45%
South Africa	736	5%	32%	64%
South Korea	246	20%	39%	40%
Spain	1,206	14%	39%	47%
Sweden	436	5%	30%	65%
Switzerland	511	10%	43%	48%
Taiwan	255	16%	44%	39%
Turkey	296	10%	40%	50%
United Arab Emirates	553	8%	39%	54%
United Kingdom	709	8%	31%	60%
United States	8,428	11%	33%	55%



Highest Formal Education Level						
COUNTRY	N=	HIGH SCHOOL	ASSOCIATE'S DEGREE	4-YEAR DEGREE	MASTER'S DEGREE	DOCTORAL DEGREE
Australia	818	3%	11%	39%	43%	4%
Belgium	243	6%	4%	7%	71%	12%
Brazil	820	2%	2%	21%	60%	15%
Canada	2,869	1%	13%	48%	36%	3%
Chile	194	1%	4%	31%	61%	3%
China	826	1%	7%	61%	29%	1%
Colombia	453	2%	2%	25%	64%	7%
Costa Rica	98	0%	5%	35%	60%	0%
Ecuador	153	2%	1%	24%	72%	1%
Egypt	231	0%	6%	65%	24%	5%
France	792	9%	4%	4%	75%	8%
Germany	988	5%	3%	14%	67%	11%
Hong Kong	322	2%	1%	40%	55%	2%
India	885	1%	2%	39%	53%	5%
Indonesia	102	0%	2%	52%	45%	1%
Ireland	520	2%	9%	38%	46%	5%
Italy	1,131	14%	3%	14%	61%	9%
Japan	602	5%	5%	60%	28%	2%
Malaysia	440	3%	5%	58%	33%	1%
Mexico	680	1%	2%	41%	53%	2%
Netherlands	347	2%	3%	28%	56%	11%
New Zealand	461	7%	14%	45%	31%	3%
Nigeria	297	1%	0%	41%	56%	2%
Pakistan	171	1%	1%	22%	73%	4%
Peru	320	3%	3%	34%	57%	3%
Philippines	306	0%	2%	75%	22%	1%
Poland	470	4%	2%	4%	70%	20%
Portugal	340	3%	3%	15%	67%	11%
Qatar	283	1%	3%	52%	41%	3%
Russian Federation	240	14%	0%	8%	69%	9%
Saudi Arabia	542	1%	3%	58%	37%	1%
Singapore	783	3%	4%	49%	40%	3%
South Africa	771	5%	19%	49%	25%	3%
South Korea	290	0%	2%	66%	26%	5%
Spain	1,308	4%	2%	20%	66%	8%
Sweden	463	3%	10%	20%	63%	4%
Switzerland	539	4%	2%	17%	62%	15%
Taiwan	298	0%	5%	31%	61%	3%
Turkey	344	0%	0%	43%	52%	5%
United Arab Emirates	602	1%	3%	43%	51%	2%
United Kingdom	739	6%	11%	31%	45%	7%
United States	8,967	1%	7%	42%	47%	3%

Degree in Project Management			
COUNTRY	N=	YES	NO
Australia	813	22%	78%
Belgium	241	18%	82%
Brazil	820	51%	49%
Canada	2,860	20%	80%
Chile	194	45%	55%
China	810	31%	69%
Colombia	451	57%	43%
Costa Rica	98	52%	48%
Ecuador	153	53%	47%
Egypt	229	45%	55%
France	790	28%	72%
Germany	984	13%	87%
Hong Kong	322	13%	87%
India	885	21%	79%
Indonesia	102	15%	85%
Ireland	518	21%	79%
Italy	1,119	14%	86%
Japan	595	8%	92%
Malaysia	439	11%	89%
Mexico	679	36%	64%
Netherlands	346	14%	86%
New Zealand	458	17%	83%
Nigeria	294	15%	85%
Pakistan	170	32%	68%
Peru	318	54%	46%
Philippines	306	12%	88%
Poland	468	19%	81%
Portugal	340	29%	71%
Qatar	282	22%	78%
Russian Federation	238	11%	89%
Saudi Arabia	537	21%	79%
Singapore	782	13%	87%
South Africa	767	26%	74%
South Korea	289	22%	78%
Spain	1,301	41%	59%
Sweden	460	14%	86%
Switzerland	536	18%	82%
Taiwan	296	20%	80%
Turkey	343	10%	90%
United Arab Emirates	599	27%	73%
United Kingdom	735	18%	82%
United States	8,883	12%	88%

PMP® Certification Status								
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	818	0%	41%	34%	25%	1%	73%	27%
Belgium	243	2%	48%	25%	25%	0%	72%	28%
Brazil	820	1%	40%	33%	25%	1%	88%	12%
Canada	2,869	1%	44%	31%	24%	1%	81%	19%
Chile	194	2%	53%	38%	8%	0%	75%	25%
China	826	1%	75%	20%	4%	0%	98%	2%
Colombia	453	1%	48%	39%	12%	0%	82%	18%
Costa Rica	98	2%	55%	31%	12%	0%	60%	40%
Ecuador	153	0%	50%	39%	11%	0%	77%	23%
Egypt	231	0%	57%	31%	11%	0%	95%	5%
France	792	3%	57%	29%	11%	0%	78%	22%
Germany	988	1%	51%	30%	18%	0%	88%	12%
Hong Kong	322	1%	54%	28%	17%	0%	88%	12%
India	885	2%	53%	30%	16%	0%	83%	17%
Indonesia	102	0%	52%	31%	14%	2%	83%	17%
Ireland	520	1%	55%	32%	11%	2%	78%	23%
Italy	1,131	1%	46%	34%	19%	0%	86%	14%
Japan	602	1%	40%	30%	29%	1%	92%	8%
Malaysia	440	1%	52%	36%	10%	0%	79%	21%
Mexico	680	1%	45%	34%	20%	1%	79%	21%
Netherlands	347	0%	50%	36%	14%	0%	74%	26%
New Zealand	461	0%	37%	34%	27%	2%	64%	36%
Nigeria	297	1%	51%	39%	9%	0%	79%	21%
Pakistan	171	1%	62%	30%	8%	0%	81%	19%
Peru	320	1%	51%	37%	10%	0%	80%	20%
Philippines	306	3%	52%	31%	14%	0%	75%	25%
Poland	470	1%	52%	30%	17%	0%	79%	21%
Portugal	340	1%	44%	38%	17%	0%	84%	16%
Qatar	283	1%	55%	35%	8%	0%	81%	19%
Russian Federation	240	3%	50%	32%	14%	0%	75%	25%
Saudi Arabia	542	3%	65%	23%	10%	0%	77%	23%
Singapore	783	2%	50%	35%	13%	0%	85%	15%
South Africa	771	0%	49%	33%	17%	1%	74%	26%
South Korea	290	0%	39%	30%	29%	2%	90%	10%
Spain	1,308	3%	59%	32%	6%	0%	84%	16%
Sweden	463	1%	46%	31%	21%	1%	83%	17%
Switzerland	539	3%	56%	27%	14%	0%	80%	20%
Taiwan	298	1%	43%	40%	16%	0%	95%	5%
Turkey	344	1%	64%	28%	7%	0%	84%	16%
United Arab Emirates	602	1%	54%	33%	12%	0%	80%	20%
United Kingdom	739	1%	42%	32%	24%	1%	78%	22%
United States	8,967	1%	43%	29%	26%	1%	81%	19%

Training Received Over Past 12 Months				
COUNTRY	N=	<5 DAYS	5-9 DAYS	10+ DAYS
Australia	806	57%	26%	17%
Belgium	243	48%	33%	19%
Brazil	809	39%	24%	37%
Canada	2,809	49%	31%	20%
Chile	193	52%	18%	30%
China	774	29%	26%	45%
Colombia	445	36%	25%	39%
Costa Rica	98	36%	28%	37%
Ecuador	152	35%	18%	47%
Egypt	217	41%	23%	36%
France	781	45%	36%	19%
Germany	976	41%	35%	24%
Hong Kong	307	59%	24%	16%
India	863	32%	28%	40%
Indonesia	101	39%	34%	28%
Ireland	514	54%	31%	15%
Italy	1,101	42%	30%	28%
Japan	562	37%	30%	33%
Malaysia	428	40%	37%	23%
Mexico	676	32%	26%	42%
Netherlands	344	40%	33%	27%
New Zealand	458	58%	28%	14%
Nigeria	290	33%	22%	46%
Pakistan	165	41%	19%	40%
Peru	318	31%	22%	48%
Philippines	300	33%	33%	33%
Poland	462	38%	36%	26%
Portugal	337	41%	26%	33%
Qatar	275	54%	18%	28%
Russian Federation	233	37%	31%	32%
Saudi Arabia	504	46%	22%	33%
Singapore	770	44%	34%	22%
South Africa	767	44%	30%	26%
South Korea	282	25%	29%	46%
Spain	1,293	41%	26%	34%
Sweden	458	50%	32%	18%
Switzerland	530	47%	30%	23%
Taiwan	265	45%	26%	29%
Turkey	340	37%	27%	36%
United Arab Emirates	584	56%	22%	22%
United Kingdom	726	50%	29%	22%
United States	8,791	45%	30%	24%

Gender			
COUNTRY	N=	MALE	FEMALE
Australia	787	79%	21%
Belgium	236	80%	20%
Brazil	803	80%	20%
Canada	2,729	65%	35%
Chile	192	83%	17%
China	806	74%	26%
Colombia	437	73%	27%
Costa Rica	96	60%	40%
Ecuador	151	77%	23%
Egypt	218	86%	14%
France	769	76%	24%
Germany	953	84%	16%
Hong Kong	312	73%	27%
India	845	86%	14%
Indonesia	101	90%	10%
Ireland	508	67%	33%
Italy	1,098	82%	18%
Japan	594	91%	9%
Malaysia	423	72%	28%
Mexico	665	77%	23%
Netherlands	329	82%	18%
New Zealand	443	74%	26%
Nigeria	272	77%	23%
Pakistan	161	95%	5%
Peru	311	85%	15%
Philippines	303	57%	43%
Poland	459	77%	23%
Portugal	326	80%	20%
Qatar	265	92%	8%
Russian Federation	235	82%	18%
Saudi Arabia	508	97%	3%
Singapore	756	78%	22%
South Africa	733	71%	29%
South Korea	284	94%	6%
Spain	1,289	79%	21%
Sweden	449	71%	29%
Switzerland	525	77%	23%
Taiwan	290	66%	34%
Turkey	333	77%	23%
United Arab Emirates	565	88%	12%
United Kingdom	704	75%	25%
United States	8,584	60%	40%

Functional Area							
COUNTRY	N=	ADMIN/GENERAL MANAGEMENT	PM DEPARTMENT PMO	CONSULTING	ENGINEERING	IT/IS	OTHER
Australia	818	5%	34%	9%	10%	27%	15%
Belgium	243	7%	31%	12%	8%	23%	19%
Brazil	820	10%	27%	10%	13%	24%	17%
Canada	2,869	7%	34%	8%	13%	19%	20%
Chile	194	14%	38%	9%	9%	19%	11%
China	826	5%	30%	4%	12%	22%	28%
Colombia	453	18%	32%	8%	13%	17%	13%
Costa Rica	98	12%	39%	4%	8%	27%	10%
Ecuador	153	20%	27%	8%	12%	15%	17%
Egypt	231	7%	46%	5%	19%	13%	10%
France	792	2%	33%	10%	9%	24%	22%
Germany	988	10%	30%	14%	8%	19%	20%
Hong Kong	322	2%	20%	7%	7%	45%	17%
India	885	2%	35%	7%	8%	31%	17%
Indonesia	102	1%	58%	3%	9%	13%	17%
Ireland	520	5%	33%	7%	11%	23%	22%
Italy	1,131	4%	31%	10%	9%	29%	17%
Japan	602	6%	16%	8%	15%	42%	12%
Malaysia	440	2%	49%	6%	10%	16%	16%
Mexico	680	16%	32%	8%	5%	21%	18%
Netherlands	347	6%	34%	6%	8%	20%	26%
New Zealand	461	9%	39%	8%	13%	16%	14%
Nigeria	297	8%	41%	5%	12%	13%	20%
Pakistan	171	8%	43%	2%	13%	21%	13%
Peru	320	10%	33%	8%	12%	21%	17%
Philippines	306	2%	50%	5%	7%	24%	12%
Poland	470	6%	35%	6%	4%	29%	19%
Portugal	340	14%	29%	10%	11%	25%	12%
Qatar	283	8%	42%	9%	21%	11%	9%
Russian Federation	240	5%	37%	7%	5%	30%	17%
Saudi Arabia	542	6%	46%	10%	14%	9%	15%
Singapore	783	3%	29%	6%	10%	31%	22%
South Africa	771	3%	46%	10%	14%	13%	14%
South Korea	290	4%	34%	8%	22%	9%	23%
Spain	1,308	8%	26%	10%	16%	22%	19%
Sweden	463	7%	37%	16%	8%	11%	22%
Switzerland	539	5%	23%	9%	11%	24%	29%
Taiwan	298	5%	27%	3%	13%	22%	31%
Turkey	344	16%	37%	4%	9%	18%	16%
United Arab Emirates	602	7%	44%	7%	14%	14%	15%
United Kingdom	739	3%	37%	9%	9%	23%	19%
United States	8,967	6%	32%	8%	9%	24%	21%

Industry						
COUNTRY	N=	CONSTRUCTION	MANUFACTURING	CONSULTING	FINANCIAL SERVICES	TELECOM
Australia	818	8%	2%	6%	8%	9%
Belgium	243	0%	6%	14%	5%	7%
Brazil	820	5%	7%	8%	4%	7%
Canada	2,869	10%	4%	8%	9%	5%
Chile	194	9%	3%	12%	9%	8%
China	826	2%	24%	3%	4%	10%
Colombia	453	8%	4%	8%	7%	11%
Costa Rica	98	8%	6%	3%	8%	3%
Ecuador	153	7%	3%	9%	3%	16%
Egypt	231	24%	2%	6%	5%	11%
France	792	2%	6%	9%	6%	10%
Germany	988	2%	7%	12%	4%	6%
Hong Kong	322	2%	7%	6%	24%	8%
India	885	4%	5%	6%	7%	5%
Indonesia	102	7%	1%	6%	6%	26%
Ireland	520	5%	5%	6%	13%	6%
Italy	1,131	3%	7%	9%	5%	11%
Japan	602	2%	6%	5%	4%	7%
Malaysia	440	8%	11%	6%	8%	6%
Mexico	680	6%	7%	11%	7%	9%
Netherlands	347	1%	7%	5%	3%	4%
New Zealand	461	13%	4%	9%	3%	3%
Nigeria	297	10%	2%	7%	13%	13%
Pakistan	171	12%	4%	4%	6%	10%
Peru	320	17%	2%	8%	6%	11%
Philippines	306	6%	5%	5%	13%	13%
Poland	470	3%	6%	6%	15%	9%
Portugal	340	4%	4%	12%	8%	16%
Qatar	283	36%	1%	13%	1%	3%
Russian Federation	240	6%	6%	5%	10%	12%
Saudi Arabia	542	23%	4%	11%	2%	9%
Singapore	783	5%	8%	4%	13%	4%
South Africa	771	12%	5%	11%	10%	6%
South Korea	290	29%	9%	4%	1%	3%
Spain	1,308	7%	4%	10%	4%	8%
Sweden	463	4%	8%	18%	3%	8%
Switzerland	539	1%	6%	7%	14%	4%
Taiwan	298	3%	16%	4%	2%	7%
Turkey	344	11%	6%	4%	9%	13%
United Arab Emirates	602	24%	3%	7%	4%	3%
United Kingdom	739	5%	5%	8%	11%	7%
United States	8,967	4%	6%	7%	7%	4%

Industry (continued)					
COUNTRY	N=	IT	GOVERNMENT	ENGINEERING	OTHER
Australia	818	25%	8%	7%	27%
Belgium	243	23%	5%	7%	33%
Brazil	820	26%	4%	11%	27%
Canada	2,869	14%	12%	9%	30%
Chile	194	21%	3%	13%	22%
China	826	27%	1%	15%	15%
Colombia	453	20%	6%	13%	25%
Costa Rica	98	51%	4%	5%	11%
Ecuador	153	24%	7%	7%	26%
Egypt	231	20%	1%	13%	18%
France	792	26%	1%	14%	26%
Germany	988	27%	1%	13%	29%
Hong Kong	322	22%	4%	5%	23%
India	885	44%	1%	9%	19%
Indonesia	102	18%	1%	5%	30%
Ireland	520	26%	5%	7%	28%
Italy	1,131	33%	1%	8%	23%
Japan	602	49%	2%	14%	11%
Malaysia	440	21%	2%	12%	27%
Mexico	680	33%	1%	6%	19%
Netherlands	347	22%	2%	18%	37%
New Zealand	461	17%	14%	13%	24%
Nigeria	297	8%	6%	9%	31%
Pakistan	171	28%	4%	9%	22%
Peru	320	19%	5%	9%	23%
Philippines	306	31%	1%	5%	22%
Poland	470	38%	0%	6%	17%
Portugal	340	25%	1%	9%	19%
Qatar	283	8%	5%	13%	20%
Russian Federation	240	37%	0%	5%	20%
Saudi Arabia	542	9%	3%	14%	25%
Singapore	783	25%	3%	13%	24%
South Africa	771	13%	4%	18%	21%
South Korea	290	14%	4%	23%	14%
Spain	1,308	23%	4%	16%	24%
Sweden	463	17%	3%	17%	22%
Switzerland	539	16%	1%	9%	41%
Taiwan	298	35%	3%	13%	16%
Turkey	344	20%	1%	12%	24%
United Arab Emirates	602	13%	5%	12%	28%
United Kingdom	739	23%	3%	7%	32%
United States	8,967	18%	12%	6%	36%



Type of Project							
COUNTRY	N=	BUSINESS TRANSFORMATION	CONSTRUCTION	ENGINEERING	IT	MANUFACTURING	OPERATIONS
Australia	816	32%	22%	23%	59%	6%	22%
Belgium	243	33%	9%	25%	50%	10%	23%
Brazil	820	28%	20%	32%	57%	13%	23%
Canada	2,864	27%	27%	25%	43%	7%	26%
Chile	193	27%	25%	28%	54%	3%	18%
China	806	9%	8%	29%	41%	22%	11%
Colombia	451	25%	26%	34%	52%	5%	19%
Costa Rica	97	31%	12%	21%	66%	7%	22%
Ecuador	152	28%	24%	34%	51%	7%	22%
Egypt	229	15%	42%	29%	38%	6%	13%
France	792	26%	9%	29%	50%	11%	17%
Germany	987	29%	7%	28%	55%	9%	18%
Hong Kong	320	32%	6%	13%	68%	6%	25%
India	882	24%	11%	20%	61%	9%	21%
Indonesia	102	16%	31%	26%	45%	6%	26%
Ireland	519	33%	11%	16%	56%	9%	25%
Italy	1,129	20%	8%	24%	58%	10%	15%
Japan	592	16%	7%	20%	67%	6%	10%
Malaysia	437	22%	26%	30%	45%	11%	19%
Mexico	679	29%	15%	20%	64%	9%	22%
Netherlands	346	29%	9%	28%	44%	13%	22%
New Zealand	460	25%	37%	30%	39%	7%	15%
Nigeria	297	25%	31%	34%	34%	5%	26%
Pakistan	171	23%	28%	32%	50%	7%	25%
Peru	319	29%	32%	36%	48%	8%	24%
Philippines	305	28%	16%	18%	63%	4%	24%
Poland	468	32%	6%	14%	68%	6%	19%
Portugal	340	32%	16%	24%	63%	6%	19%
Qatar	283	10%	65%	34%	19%	4%	14%
Russian Federation	240	26%	13%	19%	69%	6%	15%
Saudi Arabia	539	20%	48%	36%	26%	7%	22%
Singapore	782	25%	14%	25%	54%	8%	22%
South Africa	771	21%	38%	40%	36%	10%	23%
South Korea	288	6%	38%	34%	23%	11%	8%
Spain	1,304	21%	17%	32%	47%	7%	16%
Sweden	462	26%	13%	34%	45%	11%	15%
Switzerland	537	35%	7%	22%	50%	8%	19%
Taiwan	290	14%	8%	30%	44%	17%	19%
Turkey	342	19%	19%	34%	51%	10%	20%
United Arab Emirates	597	18%	45%	36%	31%	8%	24%
United Kingdom	736	37%	15%	25%	51%	10%	23%
United States	8,935	25%	15%	21%	53%	8%	29%

Type of Project (continued)						
COUNTRY	N=	QUALITY MANAGEMENT	REGULATORY COMPLIANCE	RESEARCH & DEVELOPMENT	SUPPLY CHAIN MANAGEMENT/ LOGISTICS	OTHER
Australia	816	8%	12%	5%	6%	4%
Belgium	243	8%	8%	21%	10%	3%
Brazil	820	11%	12%	11%	12%	6%
Canada	2,864	10%	12%	9%	6%	7%
Chile	193	7%	6%	5%	8%	6%
China	806	10%	1%	16%	8%	2%
Colombia	451	9%	8%	6%	5%	6%
Costa Rica	97	7%	6%	7%	10%	5%
Ecuador	152	9%	8%	9%	13%	7%
Egypt	229	6%	3%	7%	2%	5%
France	792	8%	7%	16%	6%	4%
Germany	987	9%	7%	17%	8%	5%
Hong Kong	320	6%	9%	6%	10%	5%
India	882	12%	8%	14%	7%	4%
Indonesia	102	8%	4%	3%	7%	12%
Ireland	519	8%	13%	10%	6%	5%
Italy	1,129	6%	6%	12%	6%	6%
Japan	592	8%	3%	6%	5%	2%
Malaysia	437	6%	8%	8%	8%	10%
Mexico	679	10%	10%	6%	10%	8%
Netherlands	346	13%	8%	23%	10%	6%
New Zealand	460	6%	11%	5%	4%	6%
Nigeria	297	12%	10%	6%	8%	8%
Pakistan	171	11%	8%	14%	11%	9%
Peru	319	12%	7%	6%	7%	5%
Philippines	305	11%	11%	8%	5%	8%
Poland	468	7%	13%	13%	7%	6%
Portugal	340	7%	7%	6%	6%	6%
Qatar	283	7%	6%	4%	2%	3%
Russian Federation	240	8%	4%	16%	6%	5%
Saudi Arabia	539	9%	5%	6%	7%	5%
Singapore	782	5%	9%	9%	9%	4%
South Africa	771	8%	12%	7%	6%	4%
South Korea	288	8%	2%	8%	4%	3%
Spain	1,304	6%	5%	12%	5%	5%
Sweden	462	9%	6%	21%	8%	4%
Switzerland	537	7%	14%	21%	7%	6%
Taiwan	290	12%	6%	23%	7%	3%
Turkey	342	8%	7%	15%	7%	7%
United Arab Emirates	597	7%	5%	4%	9%	7%
United Kingdom	736	8%	14%	12%	8%	5%
United States	8,935	12%	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	816	32%	22%	23%	59%	6%	22%	6%	6%
Belgium	243	33%	9%	25%	50%	10%	23%	1%	11%
Brazil	820	28%	20%	32%	57%	13%	23%	9%	9%
Canada	2,864	27%	27%	25%	43%	7%	26%	7%	7%
Chile	193	27%	25%	28%	54%	3%	18%	10%	9%
China	806	9%	8%	29%	41%	22%	11%	10%	3%
Colombia	451	25%	26%	34%	52%	5%	19%	13%	7%
Costa Rica	97	31%	12%	21%	66%	7%	22%	0%	0%
Ecuador	152	28%	24%	34%	51%	7%	22%	10%	8%
Egypt	229	15%	42%	29%	38%	6%	13%	14%	6%
France	792	26%	9%	29%	50%	11%	17%	5%	11%
Germany	987	29%	7%	28%	55%	9%	18%	3%	9%
Hong Kong	320	32%	6%	13%	68%	6%	25%	11%	6%
India	882	24%	11%	20%	61%	9%	21%	5%	4%
Indonesia	102	16%	31%	26%	45%	6%	26%	12%	10%
Ireland	519	33%	11%	16%	56%	9%	25%	4%	6%
Italy	1,129	20%	8%	24%	58%	10%	15%	5%	5%
Japan	592	16%	7%	20%	67%	6%	10%	10%	5%
Malaysia	437	22%	26%	30%	45%	11%	19%	8%	5%
Mexico	679	29%	15%	20%	64%	9%	22%	3%	6%
Netherlands	346	29%	9%	28%	44%	13%	22%	4%	3%
New Zealand	460	25%	37%	30%	39%	7%	15%	6%	7%
Nigeria	297	25%	31%	34%	34%	5%	26%	15%	5%
Pakistan	171	23%	28%	32%	50%	7%	25%	12%	2%
Peru	319	29%	32%	36%	48%	8%	24%	14%	8%
Philippines	305	28%	16%	18%	63%	4%	24%	5%	2%
Poland	468	32%	6%	14%	68%	6%	19%	4%	3%
Portugal	340	32%	16%	24%	63%	6%	19%	4%	7%
Qatar	283	10%	65%	34%	19%	4%	14%	21%	9%
Russian Federation	240	26%	13%	19%	69%	6%	15%	4%	3%
Saudi Arabia	539	20%	48%	36%	26%	7%	22%	17%	9%
Singapore	782	25%	14%	25%	54%	8%	22%	6%	5%
South Africa	771	21%	38%	40%	36%	10%	23%	6%	7%
South Korea	288	6%	38%	34%	23%	11%	8%	19%	6%
Spain	1,304	21%	17%	32%	47%	7%	16%	7%	6%
Sweden	462	26%	13%	34%	45%	11%	15%	3%	11%
Switzerland	537	35%	7%	22%	50%	8%	19%	2%	5%
Taiwan	290	14%	8%	30%	44%	17%	19%	13%	5%
Turkey	342	19%	19%	34%	51%	10%	20%	10%	5%
United Arab Emirates	597	18%	45%	36%	31%	8%	24%	16%	8%
United Kingdom	736	37%	15%	25%	51%	10%	23%	4%	8%
United States	8,935	25%	15%	21%	53%	8%	29%	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	818	15%	10%	13%	11%	8%	10%	34%
Belgium	243	20%	6%	10%	9%	9%	6%	39%
Brazil	820	12%	9%	12%	8%	10%	9%	39%
Canada	2,869	16%	9%	14%	10%	9%	11%	31%
Chile	194	18%	16%	19%	9%	10%	5%	24%
China	826	11%	14%	17%	15%	9%	8%	26%
Colombia	453	15%	11%	21%	17%	9%	10%	16%
Costa Rica	98	8%	23%	15%	14%	6%	3%	30%
Ecuador	153	24%	16%	18%	12%	8%	9%	12%
Egypt	231	16%	10%	20%	14%	9%	9%	23%
France	792	9%	6%	9%	5%	7%	9%	56%
Germany	988	9%	9%	10%	7%	9%	6%	50%
Hong Kong	322	10%	9%	12%	13%	9%	8%	39%
India	885	4%	4%	11%	9%	7%	9%	56%
Indonesia	102	7%	15%	25%	18%	15%	6%	16%
Ireland	520	11%	9%	15%	9%	8%	8%	40%
Italy	1,131	9%	9%	12%	10%	11%	6%	43%
Japan	602	5%	7%	13%	18%	7%	10%	40%
Malaysia	440	10%	11%	16%	15%	10%	8%	31%
Mexico	680	14%	11%	14%	11%	8%	7%	34%
Netherlands	347	10%	6%	6%	7%	8%	5%	57%
New Zealand	461	23%	11%	25%	11%	8%	6%	16%
Nigeria	297	20%	15%	16%	13%	11%	10%	14%
Pakistan	171	12%	17%	18%	16%	13%	8%	16%
Peru	320	18%	14%	14%	19%	13%	9%	14%
Philippines	306	7%	11%	16%	12%	10%	16%	27%
Poland	470	6%	6%	10%	6%	8%	11%	53%
Portugal	340	16%	11%	16%	15%	9%	9%	24%
Qatar	283	10%	14%	23%	17%	8%	8%	19%
Russian Federation	240	13%	8%	17%	10%	13%	7%	33%
Saudi Arabia	542	11%	12%	18%	14%	9%	8%	27%
Singapore	783	10%	8%	11%	14%	8%	13%	36%
South Africa	771	17%	11%	11%	11%	9%	9%	31%
South Korea	290	10%	9%	20%	15%	12%	14%	21%
Spain	1,308	13%	10%	12%	12%	11%	7%	35%
Sweden	463	18%	4%	10%	8%	6%	5%	48%
Switzerland	539	9%	7%	12%	9%	7%	6%	50%
Taiwan	298	22%	15%	16%	12%	7%	6%	21%
Turkey	344	13%	14%	15%	15%	7%	13%	24%
United Arab Emirates	602	13%	13%	15%	15%	11%	11%	23%
United Kingdom	739	12%	7%	7%	8%	8%	10%	48%
United States	8,967	11%	9%	12%	9%	9%	10%	42%

Number of People on Project Teams						
COUNTRY	N=	1-4	5-9	10-14	15-19	20+
Australia	656	16%	36%	21%	6%	21%
Belgium	193	12%	34%	24%	11%	19%
Brazil	627	15%	35%	20%	6%	24%
Canada	2,149	17%	36%	22%	9%	17%
Chile	155	29%	30%	16%	5%	19%
China	603	12%	33%	25%	7%	23%
Colombia	355	14%	37%	16%	8%	25%
Costa Rica	81	17%	44%	27%	1%	10%
Ecuador	123	15%	37%	20%	9%	19%
Egypt	181	15%	22%	18%	10%	35%
France	555	14%	31%	22%	10%	24%
Germany	812	9%	33%	22%	11%	25%
Hong Kong	216	25%	40%	18%	2%	15%
India	753	7%	21%	20%	12%	40%
Indonesia	82	11%	35%	17%	5%	32%
Ireland	411	14%	36%	24%	8%	19%
Italy	925	18%	31%	23%	8%	20%
Japan	464	13%	24%	22%	7%	34%
Malaysia	348	7%	38%	22%	11%	22%
Mexico	576	13%	34%	24%	9%	21%
Netherlands	296	8%	32%	26%	10%	24%
New Zealand	344	17%	44%	21%	4%	14%
Nigeria	255	12%	30%	21%	9%	28%
Pakistan	148	10%	24%	16%	9%	41%
Peru	249	24%	34%	17%	7%	19%
Philippines	260	10%	34%	21%	8%	27%
Poland	386	9%	33%	26%	8%	25%
Portugal	290	19%	41%	18%	8%	14%
Qatar	222	12%	25%	15%	10%	37%
Russian Federation	205	13%	34%	22%	7%	24%
Saudi Arabia	397	12%	28%	15%	8%	37%
Singapore	615	20%	33%	21%	7%	19%
South Africa	639	8%	33%	23%	10%	26%
South Korea	177	15%	37%	16%	5%	27%
Spain	1,088	20%	35%	18%	9%	18%
Sweden	392	6%	31%	22%	12%	28%
Switzerland	427	14%	36%	24%	8%	19%
Taiwan	173	27%	34%	17%	6%	16%
Turkey	267	14%	33%	19%	9%	25%
United Arab Emirates	484	14%	27%	19%	7%	33%
United Kingdom	592	12%	32%	24%	7%	24%
United States	6,879	15%	38%	22%	8%	17%

Average Budget of Projects (in U.S. Dollars)						
COUNTRY	N=	<\$100K	\$100K-\$499K	\$500K-\$999K	\$1MM-\$10MM	\$10MM+
Australia	755	7%	19%	16%	40%	18%
Belgium	219	6%	21%	18%	41%	15%
Brazil	769	12%	27%	16%	31%	14%
Canada	2,639	11%	23%	15%	35%	15%
Chile	184	16%	27%	18%	26%	14%
China	676	21%	35%	16%	17%	11%
Colombia	431	13%	28%	15%	28%	15%
Costa Rica	87	26%	36%	18%	18%	1%
Ecuador	144	23%	28%	15%	27%	7%
Egypt	207	9%	18%	14%	29%	29%
France	711	9%	21%	17%	39%	15%
Germany	903	8%	22%	17%	38%	15%
Hong Kong	278	13%	36%	16%	28%	7%
India	791	14%	28%	14%	31%	13%
Indonesia	100	9%	27%	17%	27%	20%
Ireland	476	16%	23%	18%	35%	9%
Italy	1,038	13%	26%	17%	32%	13%
Japan	506	12%	28%	17%	32%	11%
Malaysia	401	10%	23%	14%	31%	21%
Mexico	629	15%	31%	17%	28%	10%
Netherlands	322	7%	19%	19%	44%	11%
New Zealand	436	10%	23%	17%	36%	14%
Nigeria	271	16%	25%	14%	28%	17%
Pakistan	153	20%	30%	14%	24%	13%
Peru	305	25%	22%	12%	28%	13%
Philippines	273	21%	26%	16%	27%	11%
Poland	417	12%	30%	20%	29%	9%
Portugal	301	17%	36%	17%	26%	5%
Qatar	265	3%	12%	9%	29%	46%
Russian Federation	226	16%	32%	20%	25%	7%
Saudi Arabia	482	6%	20%	10%	26%	38%
Singapore	727	10%	24%	17%	36%	13%
South Africa	722	11%	28%	14%	28%	19%
South Korea	255	10%	18%	12%	26%	34%
Spain	1,229	15%	29%	15%	28%	12%
Sweden	416	7%	23%	20%	33%	17%
Switzerland	504	10%	22%	21%	36%	12%
Taiwan	235	25%	30%	20%	24%	2%
Turkey	323	12%	24%	13%	31%	20%
United Arab Emirates	557	7%	16%	12%	34%	31%
United Kingdom	686	7%	20%	15%	41%	17%
United States	7,929	12%	22%	16%	37%	13%

How has your total compensation changed over the past 12 months?								
COUNTRY	N=	DECREASED	REMAINED THE SAME	INCREASED <1%	INCREASED 1-2.9%	INCREASED 3-4.9%	INCREASED 5-9.9%	INCREASED 10+%
Australia	818	3%	33%	4%	28%	11%	8%	12%
Belgium	243	1%	19%	7%	39%	12%	14%	9%
Brazil	820	5%	25%	3%	19%	20%	12%	15%
Canada	2,869	3%	26%	4%	31%	15%	9%	11%
Chile	194	2%	28%	7%	23%	16%	10%	14%
China	826	3%	26%	3%	7%	13%	23%	25%
Colombia	453	3%	20%	3%	12%	30%	19%	12%
Costa Rica	98	2%	20%	13%	24%	11%	10%	18%
Ecuador	153	8%	46%	8%	12%	7%	6%	13%
Egypt	231	3%	22%	2%	4%	6%	18%	45%
France	792	3%	24%	8%	31%	16%	9%	9%
Germany	988	2%	22%	4%	31%	18%	12%	11%
Hong Kong	322	1%	23%	1%	16%	25%	18%	16%
India	885	1%	15%	1%	7%	14%	36%	25%
Indonesia	102	4%	11%	3%	7%	22%	31%	23%
Ireland	520	2%	26%	6%	25%	17%	12%	12%
Italy	1,131	3%	49%	8%	12%	8%	10%	10%
Japan	602	7%	32%	12%	20%	11%	10%	8%
Malaysia	440	3%	23%	2%	13%	25%	23%	12%
Mexico	680	3%	24%	1%	11%	23%	18%	20%
Netherlands	347	3%	19%	3%	35%	17%	12%	10%
New Zealand	461	3%	30%	5%	30%	14%	8%	11%
Nigeria	297	2%	40%	1%	6%	10%	13%	28%
Pakistan	171	2%	24%	2%	2%	8%	28%	35%
Peru	320	4%	42%	4%	10%	10%	12%	18%
Philippines	306	1%	19%	1%	10%	19%	28%	22%
Poland	470	3%	29%	3%	7%	17%	17%	24%
Portugal	340	3%	48%	4%	13%	10%	8%	14%
Qatar	283	3%	56%	4%	7%	10%	7%	12%
Russian Federation	240	4%	31%	3%	5%	8%	20%	30%
Saudi Arabia	542	4%	43%	2%	13%	15%	12%	12%
Singapore	783	3%	21%	4%	21%	25%	14%	13%
South Africa	771	3%	19%	1%	5%	20%	43%	10%
South Korea	290	2%	19%	4%	29%	29%	13%	4%
Spain	1,308	2%	35%	8%	26%	10%	10%	11%
Sweden	463	3%	19%	5%	45%	15%	6%	8%
Switzerland	539	4%	36%	11%	24%	9%	7%	8%
Taiwan	298	2%	26%	9%	19%	21%	12%	10%
Turkey	344	3%	14%	1%	1%	3%	18%	61%
United Arab Emirates	602	3%	45%	2%	11%	15%	11%	12%
United Kingdom	739	3%	28%	4%	29%	16%	9%	12%
United States	8,967	3%	18%	3%	28%	25%	11%	13%

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	818	1%	30%	5%	29%	17%	10%	9%
Belgium	243	1%	24%	11%	35%	14%	11%	4%
Brazil	820	2%	18%	3%	15%	22%	17%	24%
Canada	2,869	1%	22%	4%	33%	20%	10%	9%
Chile	194	0%	17%	4%	22%	16%	14%	27%
China	826	1%	7%	2%	3%	8%	23%	55%
Colombia	453	1%	12%	2%	7%	26%	30%	22%
Costa Rica	98	1%	24%	8%	20%	16%	16%	13%
Ecuador	153	1%	27%	7%	13%	14%	13%	25%
Egypt	231	3%	10%	1%	6%	6%	22%	52%
France	792	2%	21%	10%	34%	17%	10%	7%
Germany	988	1%	19%	6%	34%	20%	10%	9%
Hong Kong	322	0%	15%	1%	15%	29%	21%	19%
India	885	0%	5%	1%	5%	13%	36%	39%
Indonesia	102	0%	4%	2%	4%	12%	34%	44%
Ireland	520	1%	22%	5%	31%	19%	14%	8%
Italy	1,131	2%	46%	9%	14%	10%	9%	10%
Japan	602	6%	31%	10%	21%	14%	8%	10%
Malaysia	440	2%	17%	2%	8%	22%	30%	20%
Mexico	680	1%	14%	2%	10%	24%	21%	28%
Netherlands	347	1%	17%	6%	35%	24%	11%	7%
New Zealand	461	3%	25%	5%	33%	17%	10%	9%
Nigeria	297	1%	13%	1%	5%	10%	19%	51%
Pakistan	171	1%	10%	2%	2%	9%	25%	52%
Peru	320	1%	18%	2%	7%	12%	22%	38%
Philippines	306	1%	8%	1%	10%	20%	31%	28%
Poland	470	0%	31%	2%	9%	18%	20%	20%
Portugal	340	1%	35%	4%	20%	14%	12%	14%
Qatar	283	4%	43%	4%	6%	13%	11%	19%
Russian Federation	240	5%	25%	2%	5%	10%	19%	35%
Saudi Arabia	542	2%	27%	2%	12%	18%	18%	20%
Singapore	783	1%	14%	3%	20%	30%	18%	14%
South Africa	771	1%	14%	1%	5%	20%	47%	12%
South Korea	290	2%	12%	3%	28%	29%	18%	8%
Spain	1,308	1%	29%	8%	26%	13%	11%	11%
Sweden	463	2%	13%	4%	54%	18%	6%	4%
Switzerland	539	3%	35%	10%	25%	10%	8%	8%
Taiwan	298	1%	16%	4%	14%	28%	20%	17%
Turkey	344	2%	11%	0%	1%	4%	15%	67%
United Arab Emirates	602	2%	34%	3%	11%	15%	17%	18%
United Kingdom	739	2%	25%	5%	32%	18%	10%	9%
United States	8,967	1%	16%	3%	31%	30%	11%	8%



Project Management Career Path within Organization					
COUNTRY	N=	YES, CLEARLY DEFINED	YES, INFORMAL	NO	DON'T KNOW
Australia	814	19%	49%	27%	5%
Belgium	243	25%	34%	36%	5%
Brazil	819	24%	36%	36%	3%
Canada	2,851	21%	47%	25%	7%
Chile	193	20%	35%	38%	7%
China	787	28%	45%	19%	9%
Colombia	449	22%	36%	37%	5%
Costa Rica	98	40%	32%	23%	5%
Ecuador	152	20%	36%	36%	8%
Egypt	225	29%	42%	19%	10%
France	788	24%	36%	31%	9%
Germany	985	30%	38%	28%	4%
Hong Kong	314	16%	47%	25%	12%
India	879	30%	50%	15%	5%
Indonesia	102	22%	57%	20%	2%
Ireland	517	21%	50%	26%	3%
Italy	1,112	15%	34%	44%	6%
Japan	571	30%	35%	24%	11%
Malaysia	435	21%	50%	21%	9%
Mexico	679	27%	40%	29%	4%
Netherlands	346	28%	45%	22%	5%
New Zealand	460	12%	51%	33%	5%
Nigeria	296	21%	53%	21%	5%
Pakistan	170	15%	54%	26%	5%
Peru	318	30%	42%	23%	5%
Philippines	306	37%	48%	11%	4%
Poland	464	29%	38%	26%	8%
Portugal	337	24%	39%	32%	5%
Qatar	280	18%	39%	32%	11%
Russian Federation	239	15%	47%	30%	8%
Saudi Arabia	529	21%	45%	27%	8%
Singapore	780	21%	50%	22%	8%
South Africa	767	22%	49%	26%	3%
South Korea	285	28%	39%	23%	10%
Spain	1,299	20%	35%	39%	7%
Sweden	461	26%	32%	35%	7%
Switzerland	535	21%	35%	38%	6%
Taiwan	280	20%	40%	34%	7%
Turkey	339	17%	43%	34%	5%
United Arab Emirates	596	17%	48%	28%	7%
United Kingdom	736	23%	46%	24%	6%
United States	8,909	24%	47%	24%	5%

Project Management Career Path Connect to Roles in Upper Management					
COUNTRY	N=	YES, CLEARLY DEFINED	YES, INFORMAL	NO	DON'T KNOW
Australia	546	17%	57%	15%	11%
Belgium	140	22%	43%	27%	8%
Brazil	495	33%	51%	11%	5%
Canada	1,922	21%	57%	14%	8%
Chile	104	36%	47%	12%	6%
China	547	34%	52%	10%	4%
Colombia	262	32%	55%	11%	2%
Costa Rica	70	33%	41%	14%	11%
Ecuador	85	38%	44%	15%	4%
Egypt	158	25%	53%	12%	10%
France	474	27%	49%	14%	10%
Germany	662	20%	41%	30%	9%
Hong Kong	196	19%	63%	8%	10%
India	695	32%	54%	10%	4%
Indonesia	79	25%	63%	5%	6%
Ireland	362	21%	60%	14%	5%
Italy	542	18%	53%	20%	9%
Japan	366	36%	50%	9%	5%
Malaysia	305	21%	60%	11%	9%
Mexico	455	30%	53%	11%	5%
Netherlands	253	27%	42%	20%	11%
New Zealand	285	13%	55%	23%	9%
Nigeria	219	24%	55%	17%	4%
Pakistan	116	21%	69%	7%	3%
Peru	224	33%	54%	8%	4%
Philippines	257	30%	56%	10%	4%
Poland	310	21%	48%	18%	14%
Portugal	209	24%	53%	16%	7%
Qatar	158	34%	56%	5%	5%
Russian Federation	147	16%	60%	13%	11%
Saudi Arabia	335	29%	54%	11%	6%
Singapore	545	22%	54%	16%	9%
South Africa	545	26%	55%	17%	3%
South Korea	189	37%	56%	5%	3%
Spain	703	28%	51%	14%	7%
Sweden	266	18%	35%	33%	14%
Switzerland	296	22%	46%	22%	10%
Taiwan	161	35%	51%	11%	4%
Turkey	201	19%	60%	16%	5%
United Arab Emirates	385	24%	59%	10%	7%
United Kingdom	504	18%	56%	17%	9%
United States	6,271	22%	53%	16%	9%

Defined Set of Performance Skills for Project Managers within Organization					
COUNTRY	N=	YES, CLEARLY DEFINED	YES, INFORMAL	NO	DON'T KNOW
Australia	805	38%	33%	24%	6%
Belgium	242	37%	33%	25%	5%
Brazil	812	33%	35%	29%	3%
Canada	2,818	36%	34%	23%	7%
Chile	192	35%	38%	21%	5%
China	764	41%	34%	21%	4%
Colombia	444	38%	36%	22%	4%
Costa Rica	98	44%	35%	16%	5%
Ecuador	150	31%	38%	27%	5%
Egypt	223	36%	35%	25%	4%
France	785	44%	28%	22%	6%
Germany	965	43%	31%	22%	5%
Hong Kong	306	25%	37%	28%	9%
India	866	44%	37%	16%	3%
Indonesia	101	46%	31%	23%	1%
Ireland	513	35%	36%	25%	4%
Italy	1,097	32%	33%	30%	5%
Japan	562	34%	31%	27%	8%
Malaysia	428	36%	37%	22%	4%
Mexico	675	38%	36%	23%	2%
Netherlands	342	51%	30%	15%	5%
New Zealand	457	34%	36%	24%	6%
Nigeria	292	40%	37%	20%	3%
Pakistan	167	25%	47%	28%	1%
Peru	315	32%	39%	24%	5%
Philippines	301	51%	34%	13%	2%
Poland	457	47%	28%	20%	5%
Portugal	334	32%	37%	25%	6%
Qatar	276	36%	36%	21%	7%
Russian Federation	235	33%	40%	23%	4%
Saudi Arabia	510	33%	34%	27%	6%
Singapore	769	32%	36%	26%	5%
South Africa	759	45%	30%	22%	2%
South Korea	279	37%	37%	19%	7%
Spain	1,286	29%	33%	32%	6%
Sweden	457	38%	32%	24%	6%
Switzerland	527	39%	31%	25%	6%
Taiwan	273	30%	34%	32%	4%
Turkey	336	33%	35%	28%	5%
United Arab Emirates	591	38%	34%	23%	5%
United Kingdom	726	44%	31%	20%	6%
United States	8,784	39%	32%	23%	6%

Equities Offered				
COUNTRY	N=	STOCK OPTIONS	STOCKS	NEITHER
Australia	810	2%	9%	89%
Belgium	241	8%	10%	83%
Brazil	806	6%	4%	91%
Canada	2,834	5%	10%	86%
Chile	190	5%	4%	92%
China	786	8%	8%	84%
Colombia	446	6%	1%	92%
Costa Rica	98	7%	9%	85%
Ecuador	150	3%	3%	95%
Egypt	216	6%	3%	91%
France	777	5%	9%	87%
Germany	972	5%	9%	87%
Hong Kong	315	7%	5%	89%
India	874	6%	5%	90%
Indonesia	101	8%	6%	87%
Ireland	516	10%	14%	78%
Italy	1,110	4%	4%	93%
Japan	574	7%	3%	91%
Malaysia	433	6%	9%	86%
Mexico	670	8%	6%	87%
Netherlands	340	7%	8%	87%
New Zealand	456	1%	2%	97%
Nigeria	292	1%	6%	93%
Pakistan	168	2%	2%	96%
Peru	319	9%	4%	87%
Philippines	298	10%	7%	84%
Poland	464	4%	7%	90%
Portugal	339	4%	4%	92%
Qatar	275	1%	1%	97%
Russian Federation	232	4%	0%	96%
Saudi Arabia	519	2%	3%	95%
Singapore	777	7%	8%	86%
South Africa	763	2%	10%	88%
South Korea	281	2%	4%	94%
Spain	1,293	2%	4%	94%
Sweden	460	3%	9%	88%
Switzerland	534	4%	7%	89%
Taiwan	282	10%	9%	82%
Turkey	340	3%	2%	95%
United Arab Emirates	587	3%	5%	93%
United Kingdom	730	8%	9%	85%
United States	8,834	8%	11%	83%

Employee Benefits							
COUNTRY	N=	COMPANY CAR/ ALLOWANCE	HOUSING/ ALLOWANCE	MOBILE PHONE USAGE	ON SITE CHILD CARE	PAID LIFE INSURANCE	NONE OF THESE
Australia	811	10%	2%	51%	1%	10%	44%
Belgium	243	77%	4%	78%	2%	58%	15%
Brazil	816	21%	4%	52%	4%	60%	25%
Canada	2,839	13%	2%	56%	1%	43%	28%
Chile	192	20%	5%	58%	7%	61%	21%
China	795	33%	27%	52%	6%	44%	23%
Colombia	451	12%	5%	48%	2%	37%	35%
Costa Rica	98	11%	2%	26%	0%	64%	26%
Ecuador	153	22%	3%	56%	3%	44%	27%
Egypt	224	63%	10%	63%	0%	35%	16%
France	781	27%	4%	67%	4%	30%	20%
Germany	971	28%	5%	67%	3%	17%	23%
Hong Kong	313	14%	11%	35%	1%	33%	39%
India	878	28%	32%	52%	5%	43%	24%
Indonesia	102	60%	23%	67%	12%	62%	2%
Ireland	517	20%	1%	55%	0%	41%	27%
Italy	1,123	33%	3%	78%	4%	34%	15%
Japan	573	24%	21%	40%	2%	12%	38%
Malaysia	435	41%	11%	67%	3%	43%	14%
Mexico	676	23%	4%	54%	2%	69%	18%
Netherlands	342	55%	2%	72%	0%	11%	15%
New Zealand	460	18%	1%	67%	1%	24%	28%
Nigeria	295	55%	65%	64%	10%	29%	12%
Pakistan	169	59%	35%	68%	11%	40%	14%
Peru	320	21%	8%	61%	3%	38%	26%
Philippines	304	47%	7%	71%	2%	64%	9%
Poland	467	27%	4%	76%	4%	52%	14%
Portugal	338	41%	1%	81%	2%	46%	13%
Qatar	281	59%	66%	55%	8%	33%	15%
Russian Federation	238	16%	4%	58%	0%	52%	25%
Saudi Arabia	526	70%	80%	47%	5%	31%	10%
Singapore	778	22%	3%	56%	2%	28%	29%
South Africa	769	30%	7%	58%	1%	28%	29%
South Korea	285	19%	16%	34%	12%	41%	29%
Spain	1,300	15%	3%	68%	3%	38%	23%
Sweden	461	19%	1%	82%	0%	23%	14%
Switzerland	537	18%	4%	61%	3%	12%	31%
Taiwan	280	15%	2%	32%	1%	30%	48%
Turkey	342	49%	6%	61%	6%	58%	15%
United Arab Emirates	592	42%	47%	56%	6%	39%	20%
United Kingdom	730	30%	3%	51%	1%	45%	27%
United States	8,841	8%	2%	46%	1%	52%	29%

## Mean Number of Vacation Days

COUNTRY	N=	AFTER 1 YEAR	N=	AFTER 10 YEARS
Australia	789	18	668	28
Belgium	231	24	221	25
Brazil	793	25	680	24
Canada	2,713	14	2,545	20
Chile	181	14	169	14
China	736	9	683	15
Colombia	434	14	359	17
Costa Rica	96	11	88	14
Ecuador	143	16	134	20
Egypt	206	21	208	30
France	733	29	695	31
Germany	938	28	907	29
Hong Kong	303	15	273	19
India	834	22	666	26
Indonesia	95	13	83	20
Ireland	491	22	482	24
Italy	972	24	954	27
Japan	546	19	520	25
Malaysia	415	17	392	21
Mexico	660	10	611	18
Netherlands	335	27	302	28
New Zealand	452	18	386	20
Nigeria	272	21	182	24
Pakistan	161	24	111	31
Peru	312	26	218	29
Philippines	299	18	264	23
Poland	449	22	455	25
Portugal	318	21	296	22
Qatar	276	27	210	31
Russian Federation	231	27	217	27
Saudi Arabia	499	27	364	32
Singapore	755	17	687	20
South Africa	738	19	683	22
South Korea	270	16	246	23
Spain	1,227	21	1,143	22
Sweden	443	28	419	29
Switzerland	517	24	481	25
Taiwan	266	10	234	19
Turkey	329	16	311	23
United Arab Emirates	585	26	432	29
United Kingdom	712	22	676	24
United States	8,458	15	8,150	22

Pension Plans Offered					
COUNTRY	N=	DEFINED BENEFIT PLAN	DEFINE CONTRIBUTION PLAN	OTHER TYPE OF PLAN	NONE
Australia	805	13%	51%	8%	31%
Belgium	242	41%	40%	14%	18%
Brazil	808	23%	40%	8%	37%
Canada	2,828	37%	48%	6%	23%
Chile	191	22%	29%	13%	40%
China	766	40%	25%	15%	28%
Colombia	441	31%	39%	10%	22%
Costa Rica	96	26%	38%	17%	27%
Ecuador	150	26%	23%	14%	43%
Egypt	216	35%	12%	11%	48%
France	771	37%	24%	11%	39%
Germany	967	32%	32%	18%	30%
Hong Kong	308	21%	52%	13%	19%
India	865	16%	45%	9%	38%
Indonesia	102	31%	41%	15%	25%
Ireland	512	17%	68%	6%	13%
Italy	1,090	20%	56%	12%	19%
Japan	544	40%	52%	9%	18%
Malaysia	431	12%	44%	6%	41%
Mexico	676	36%	28%	13%	31%
Netherlands	341	37%	45%	17%	9%
New Zealand	455	6%	48%	9%	40%
Nigeria	291	16%	79%	2%	9%
Pakistan	167	21%	35%	2%	49%
Peru	316	37%	39%	10%	18%
Philippines	303	47%	30%	5%	34%
Poland	461	24%	12%	8%	60%
Portugal	332	24%	23%	8%	50%
Qatar	276	21%	5%	5%	71%
Russian Federation	234	21%	10%	12%	59%
Saudi Arabia	500	30%	11%	9%	55%
Singapore	771	8%	26%	5%	64%
South Africa	766	16%	55%	7%	28%
South Korea	278	47%	20%	15%	22%
Spain	1,277	13%	14%	6%	69%
Sweden	457	61%	26%	19%	8%
Switzerland	531	32%	59%	12%	10%
Taiwan	263	44%	17%	12%	30%
Turkey	334	44%	16%	11%	37%
United Arab Emirates	590	18%	5%	7%	72%
United Kingdom	729	16%	68%	8%	14%
United States	8,809	30%	71%	6%	17%

Mean Hours Worked per week				
COUNTRY	N=	HOURS EXPECTED	N=	ACTUAL HOURS WORKED
Australia	808	39	797	45
Belgium	241	39	242	45
Brazil	815	41	809	46
Canada	2,835	39	2,810	44
Chile	193	43	190	47
China	781	40	776	47
Colombia	446	44	443	48
Costa Rica	98	42	96	46
Ecuador	150	40	147	47
Egypt	224	42	217	48
France	779	38	777	44
Germany	977	40	977	45
Hong Kong	312	41	310	47
India	878	42	867	48
Indonesia	101	40	101	47
Ireland	516	39	511	45
Italy	1,107	40	1,098	46
Japan	565	39	561	47
Malaysia	430	41	433	48
Mexico	676	42	673	48
Netherlands	342	40	343	45
New Zealand	457	40	458	45
Nigeria	293	40	286	47
Pakistan	170	41	164	47
Peru	315	44	305	48
Philippines	303	41	302	46
Poland	464	40	462	44
Portugal	339	39	335	45
Qatar	282	45	275	49
Russian Federation	238	40	238	46
Saudi Arabia	517	44	506	48
Singapore	778	41	776	48
South Africa	763	41	757	48
South Korea	283	43	281	48
Spain	1,296	40	1,282	45
Sweden	459	40	459	43
Switzerland	535	41	532	46
Taiwan	273	40	271	47
Turkey	340	43	339	46
United Arab Emirates	592	43	582	49
United Kingdom	732	38	727	45
United States	8,827	40	8,826	46



# APPENDIX B

## Survey Instrument

### Earning Power: Project Management Salary Survey—11th Edition

PMI is the leading global organization serving the project management profession. PMI's 2019 Salary Survey is designed to create a profile of compensation levels and trends for project management professionals. The survey helps employers and project managers identify market compensation rates for various levels of project management practitioners.

Your individual feedback remains completely confidential. PMI will not have access to survey data, except in aggregate. To assure confidentiality, PMI has engaged PeriscopelQ, compensation and strategy specialists, to conduct the research.

PMI will make key portions of this 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:

- |   |                  |
|---|------------------|
| <input type="radio"/> Full-time self-employed | <b>CONTINUE</b>  |
| <input type="radio"/> Part-time self-employed | <b>TERMINATE</b> |
| <input type="radio"/> Full-time employed      | <b>CONTINUE</b>  |
| <input type="radio"/> Part-time employed      | <b>TERMINATE</b> |
| <input type="radio"/> Currently unemployed    | <b>TERMINATE</b> |
| <input type="radio"/> Student                 | <b>TERMINATE</b> |
| <input type="radio"/> Retired                 | <b>TERMINATE</b> |

#### 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 (for instance, your company's headquarters), please select the country corresponding to that location.*

- |                                       |  |   |
|---------------------------------------|--|---|
| <input type="radio"/> Australia       | <input type="radio"/> Ireland            | <input type="radio"/> Saudi Arabia                            |
| <input type="radio"/> Belgium         | <input type="radio"/> Italy              | <input type="radio"/> Singapore                               |
| <input type="radio"/> Brazil          | <input type="radio"/> Japan              | <input type="radio"/> South Africa                            |
| <input type="radio"/> Canada          | <input type="radio"/> Malaysia           | <input type="radio"/> South Korea                             |
| <input type="radio"/> Chile           | <input type="radio"/> Mexico             | <input type="radio"/> Spain                                   |
| <input type="radio"/> China, Mainland | <input type="radio"/> Netherlands        | <input type="radio"/> Sweden                                  |
| <input type="radio"/> Colombia        | <input type="radio"/> New Zealand        | <input type="radio"/> Switzerland                             |
| <input type="radio"/> Costa Rica      | <input type="radio"/> Nigeria            | <input type="radio"/> Taiwan (Republic of China)              |
| <input type="radio"/> Ecuador         | <input type="radio"/> Pakistan           | <input type="radio"/> Turkey                                  |
| <input type="radio"/> Egypt           | <input type="radio"/> Peru               | <input type="radio"/> United Arab Emirates                    |
| <input type="radio"/> France          | <input type="radio"/> Philippines        | <input type="radio"/> United Kingdom                          |
| <input type="radio"/> Germany         | <input type="radio"/> Poland             | <input type="radio"/> United States                           |
| <input type="radio"/> Hong Kong       | <input type="radio"/> Portugal           | <input type="radio"/> Other; please specify: <b>TERMINATE</b> |
| <input type="radio"/> India           | <input type="radio"/> Qatar              |   |
| <input type="radio"/> Indonesia       | <input type="radio"/> Russian Federation |   |

**IF COUNTRY IS U.S., ASK:**

**3. Please select the state in which your office is located:**

- |  |                                      |                                      |
|--|--------------------------------------|--------------------------------------|
| <input type="radio"/> Alabama              | <input type="radio"/> Kentucky       | <input type="radio"/> North Dakota   |
| <input type="radio"/> Alaska               | <input type="radio"/> Louisiana      | <input type="radio"/> Ohio           |
| <input type="radio"/> Arizona              | <input type="radio"/> Maine          | <input type="radio"/> Oklahoma       |
| <input type="radio"/> Arkansas             | <input type="radio"/> Maryland       | <input type="radio"/> Oregon         |
| <input type="radio"/> California           | <input type="radio"/> Massachusetts  | <input type="radio"/> Pennsylvania   |
| <input type="radio"/> Colorado             | <input type="radio"/> Michigan       | <input type="radio"/> Rhode Island   |
| <input type="radio"/> Connecticut          | <input type="radio"/> Minnesota      | <input type="radio"/> South Carolina |
| <input type="radio"/> Delaware             | <input type="radio"/> Mississippi    | <input type="radio"/> South Dakota   |
| <input type="radio"/> District of Columbia | <input type="radio"/> Missouri       | <input type="radio"/> Tennessee      |
| <input type="radio"/> Florida              | <input type="radio"/> Montana        | <input type="radio"/> Texas          |
| <input type="radio"/> Georgia              | <input type="radio"/> Nebraska       | <input type="radio"/> Utah           |
| <input type="radio"/> Hawaii               | <input type="radio"/> Nevada         | <input type="radio"/> Vermont        |
| <input type="radio"/> Idaho                | <input type="radio"/> New Hampshire  | <input type="radio"/> Virginia       |
| <input type="radio"/> Illinois             | <input type="radio"/> New Jersey     | <input type="radio"/> Washington     |
| <input type="radio"/> Indiana              | <input type="radio"/> New Mexico     | <input type="radio"/> West Virginia  |
| <input type="radio"/> Iowa                 | <input type="radio"/> New York       | <input type="radio"/> Wisconsin      |
| <input type="radio"/> Kansas               | <input type="radio"/> North Carolina | <input type="radio"/> Wyoming        |

**IF COUNTRY IS U.S., 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:**

- |   |  |
|---|--|
| <input type="radio"/> Alberta                   | <input type="radio"/> Nunavut              |
| <input type="radio"/> British Columbia          | <input type="radio"/> Ontario              |
| <input type="radio"/> Manitoba                  | <input type="radio"/> Prince Edward Island |
| <input type="radio"/> New Brunswick             | <input type="radio"/> Quebec               |
| <input type="radio"/> Newfoundland and Labrador | <input type="radio"/> Saskatchewan         |
| <input type="radio"/> Northwest Territories     | <input type="radio"/> Yukon Territory      |
| <input type="radio"/> Nova Scotia               |  |

**6. For how many years have you been working?**

*Please round to the nearest whole number and enter that number only [no plus sign (+) or other text].*

**Working (overall):** \_\_\_\_\_ (Enter Response) (0-99)

**Working in project management (only):** \_\_\_\_\_ (Enter Response) (0-99)

**7. Please select the highest formal education level you have obtained:**

*Examples of post-graduate professional degrees are those in law and in medicine. Such degrees typically require three or more years of post-graduate formal education.*

- ☐ High school degree or equivalent, or less
- ☐ Some college or associate degree or equivalent
- ☐ 4-year college degree or equivalent
- ☐ Masters degree or equivalent
- ☐ Doctoral or post-graduate professional degree or equivalent

**8. Do you have an academic degree in project management?**

- ☐ Yes
- ☐ No

**9. Are you currently a member of PMI?**

- ☐ Yes
- ☐ No

**10. Are you a Project Management Professional (PMP)<sup>®</sup> certification holder?**

- ☐ Yes
- ☐ No

**(IF A PMP, ASK:)**

**11. For how many years have you been a PMP certification holder?** *Please round to the nearest whole number.*

\_\_\_\_\_ (Enter Response) (0-44)

**12. Other than PMP, which, if any, professional certifications do you hold?**

*If you select anything outside of a PMI certification, please identify the certification.*

- ☐ CAPM<sup>®</sup>
- ☐ PgMP<sup>®</sup>
- ☐ PMI-SP<sup>®</sup>
- ☐ PMI-RMP<sup>®</sup>
- ☐ PMI-ACP<sup>®</sup>
- ☐ PMI-PBA<sup>®</sup>
- ☐ PfMP<sup>®</sup>
- ☐ Internal company-sponsored certification
- ☐ Certification from an association or organization not centered on project management
- ☐ Certification from a project management association other than PMI
- ☐ None

If you selected a certification from somewhere other than PMI, please describe it.

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(ASK FOR EACH PMI CERTIFICATION SELECTED IN Q12)

**13. Please indicate for how many years you have held each certification below:**

*Please round to the nearest whole number.*

CAPM® (0-16) \_\_\_\_\_ (Enter Response)  
PgMP® (0-12) \_\_\_\_\_ (Enter Response)  
PMI-SP® (0-11) \_\_\_\_\_ (Enter Response)  
PMI-RMP® (0-11) \_\_\_\_\_ (Enter Response)  
PMI-ACP® (0-8) \_\_\_\_\_ (Enter Response)  
PMI-PBA® (0-5) \_\_\_\_\_ (Enter Response)  
PfMP® (0-5) \_\_\_\_\_ (Enter Response)

**14. Are you:**

- ☐ Male  
☐ Female

**15. Please select the category that best reflects the industry focus of your organization:**

- |   |   |
|---|---|
| <input type="radio"/> Aerospace   | <input type="radio"/> Insurance                                       |
| <input type="radio"/> Business services<br>(advertising, marketing, staffing, etc.) | <input type="radio"/> Legal   |
| <input type="radio"/> Construction  | <input type="radio"/> Manufacturing                                   |
| <input type="radio"/> Consulting  | <input type="radio"/> Pharmaceuticals                                 |
| <input type="radio"/> Engineering   | <input type="radio"/> Real estate                                     |
| <input type="radio"/> Financial services  | <input type="radio"/> Resources (Agriculture, Mining, Coal, Gas, Oil) |
| <input type="radio"/> Food and beverage   | <input type="radio"/> Telecommunications                              |
| <input type="radio"/> Government  | <input type="radio"/> Training/education                              |
| <input type="radio"/> Healthcare  | <input type="radio"/> Utility   |
| <input type="radio"/> Information technology  | <input type="radio"/> Other, please specify: _____                    |

**16. Which of these best describes the functional area to which you report?**

- |  |  |
|--|--|
| <input type="radio"/> Administration/General Management          | <input type="radio"/> Project Management Department or PMO |
| <input type="radio"/> Consulting                                 | <input type="radio"/> Quality Management                   |
| <input type="radio"/> Customer Service/Public Relations          | <input type="radio"/> Research and Development             |
| <input type="radio"/> Engineering                                | <input type="radio"/> Sales/Marketing                      |
| <input type="radio"/> Finance                                    | <input type="radio"/> Supply Chain Management/Logistics    |
| <input type="radio"/> Human Resources                            | <input type="radio"/> Training and Education               |
| <input type="radio"/> Information Technology/Information Systems | <input type="radio"/> Other, please specify: _____         |
| <input type="radio"/> Operations/Manufacturing                   |  |

**17. Which types of projects do you primarily manage or participate in?**

*Please select all that apply.*

- |   |   |
|---|---|
| <input type="radio"/> Business Transformation | <input type="radio"/> Quality Management                |
| <input type="radio"/> Construction            | <input type="radio"/> Regulatory Compliance             |
| <input type="radio"/> Engineering             | <input type="radio"/> Research & Development            |
| <input type="radio"/> Information Technology  | <input type="radio"/> Supply Chain Management/Logistics |
| <input type="radio"/> Manufacturing           | <input type="radio"/> Other, please specify: _____      |
| <input type="radio"/> Operations              |   |

**18. What is your job title?**

\_\_\_\_\_

**19. 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.*

- ☐ **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. Leads the efforts of the senior executives and works with them to develop current and long-range objectives, policies, and procedures for the organization. Represents the organization to its customers, the financial community, and the general public
- ☐ **Chief Information Officer (CIO):** Identifies changes and trends in computer and systems technology and interprets their meaning to senior management. Participates in overall business planning bringing a current knowledge and future vision of technology and systems as related to the organization's competitive position. Determines long-term, organization-wide information needs and develops overall strategy for information needs, systems development and hardware acquisition, and integration including mainframe, mini, macro, and client/server computing applications. Acts to assure integrity of organization data, proprietary information, and related intellectual property through information security and access management. Acts as highest interface with non technical user functions in determining overall information systems approach. Frequently reports to a Chief Executive Officer.
- ☐ **Director of Project Management/Director of Project Management Office (PMO):** Responsible for the organization-wide integration of consistent project management methodologies and terminology. May also be responsible for the operations of the organization's Project Management Office.
- ☐ **Portfolio Manager:** In the extreme case, 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. May also be responsible for the organization-wide integration of consistent project management methodologies and terminology.
- ☐ **Program Manager:** Responsible for the coordinated management of multiple related projects, and in many (most) cases, ongoing operations which are directed toward a common objective. 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 responsible for determining and coordinating the sharing of resources among their constituent projects to the overall benefit of the program. Usually responsible for stakeholder management, particularly stakeholders external to the organization.
- ☐ **Project Manager III:** Under general direction of either a Portfolio Manager or in some cases a Program Manager, oversees high-priority projects, which often require considerable resources and high levels of functional integration. In addition to duties of a Project Manager II, takes projects from original concept through final implementation. Interfaces with all areas affected by the project including end users, distributors, and vendors. Ensures adherence to quality standards and reviews project deliverables. May communicate with a company executive regarding the status of specific projects.
- ☐ **Project Manager II:** Under general supervision of either a Portfolio Manager or a Program Manager, oversees multiple projects or one larger project. In addition to duties of Project Manager I, is responsible for assembling project team, assigning individual responsibilities, identifying appropriate resources needed, and developing schedule to ensure timely completion of projects. May communicate with a Senior Project Manager, Functional Area Manager, or Program Manager regarding status of specific projects.

- ☐ **Project Manager I:** Under direct supervision of a more senior project manager, a Portfolio Manager, or a Program Manager, oversees a small project or phase(s) of a larger project. Responsibility for all aspects of the project over the entire project life (initiate, plan, execute, control, close). 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.
- ☐ **Project Management Specialist:** Responsible for a specific area of project management (i.e., scheduling, cost management, risk management, etc.). Supports the Project Manager and their associated projects.
- ☐ **Project Management Consultant:** Acts as internal or external consultant to one or more levels of program or functional management in the areas of project planning, management, best practices, execution, and analysis. Is likely to have held senior project management positions at one or more organizations before becoming a consultant.
- ☐ **Functional Manager:** 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.
- ☐ **Educator/Trainer:** Primarily responsible for educating students, practitioners, or internal training professionals in the field of project management. 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.

**20. 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.*

- ☐ Excellent
- ☐ Good
- ☐ Fair
- ☐ Poor

## Compensation Data

**21. Please select the currency in which you are paid:**

*If your currency is not listed, please select "United States Dollars."*

- |   |   |  |
|---|---|--|
| <input type="radio"/> Australian Dollars    | <input type="radio"/> Indonesian Rupiahs  | <input type="radio"/> Russian Roubles              |
| <input type="radio"/> Brazilian Reals       | <input type="radio"/> Japanese Yen        | <input type="radio"/> Saudi Riyals                 |
| <input type="radio"/> British (U.K.) Pounds | <input type="radio"/> Malaysian Ringgit   | <input type="radio"/> Singapore Dollars            |
| <input type="radio"/> Canadian Dollars      | <input type="radio"/> Mexican Pesos       | <input type="radio"/> South African Rand           |
| <input type="radio"/> Chilean Pesos         | <input type="radio"/> New Zealand Dollars | <input type="radio"/> South Korean Won             |
| <input type="radio"/> Chinese Yuan Renminbi | <input type="radio"/> Nigerian Nairas     | <input type="radio"/> Swedish Kronor               |
| <input type="radio"/> Colombian Pesos       | <input type="radio"/> Pakistan Rupees     | <input type="radio"/> Swiss Francs                 |
| <input type="radio"/> Costa Rican Colones   | <input type="radio"/> Peruvian Nuevo Sol  | <input type="radio"/> Taiwan Dollars               |
| <input type="radio"/> Egyptian Pounds       | <input type="radio"/> Philippine Pesos    | <input type="radio"/> Turkish Lira                 |
| <input type="radio"/> European Union Euros  | <input type="radio"/> Polish Zlotys       | <input type="radio"/> United Arab Emirates Dirhams |
| <input type="radio"/> Hong Kong Dollars     | <input type="radio"/> Portuguese Escudos  | <input type="radio"/> United States Dollars        |
| <input type="radio"/> Indian Rupees         | <input type="radio"/> Qatari Riyals       |  |

## GUIDELINES FOR REPORTING COMPENSATION

### Annualized Earnings (2018)

Enter gross annualized earnings paid to you in 2018. Gross earnings are payments before any deductions for taxes, health, or other insurance premiums, retirement plan contributions, etc.

Exclude bonuses, 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 previously specified criteria, such as sales revenues.

### Bonus (2018)

Include bonus(es) based on performance criteria and/or your organization's results. If a bonus earned in 2018 is paid in 2019, 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, and holiday bonuses, and 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 U.S., 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 which 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 2018, or earned in 2018 and received or will receive in 2019 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 email to [support@periscopeiq.com](mailto:support@periscopeiq.com).

**22. 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.*

- a. Annualized salary/earnings (2018) \_\_\_\_\_
- b. Bonus (2018) \_\_\_\_\_
- c. Other monetary compensation (2018) \_\_\_\_\_

**23. 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.*

- ☐ Stock options
- ☐ Stock (i.e., shares)
- ☐ Neither

**24. Do you receive any of the following employee benefits?**

*Please select all that apply.*

- ☐ Company car or transportation allowance
- ☐ Housing or housing allowance
- ☐ Mobile phone usage
- ☐ On site child care
- ☐ Paid life insurance
- ☐ None of these

**25. 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)

**26. 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 U.S., "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.*

- ☐ Defined Benefit Plans
- ☐ Defined Contribution Plans
- ☐ Other type of pension plans
- ☐ None of the above



**27. How has your total compensation changed over the past 12 months?**

*Total compensation includes salary, bonus, and other cash incentives.*

- |  |  |
|--|--|
| <input type="radio"/> Decreased              | <input type="radio"/> Increased 7.0% to 9.9%   |
| <input type="radio"/> Remained the same      | <input type="radio"/> Increased 10.0% to 14.9% |
| <input type="radio"/> Increased less than 1% | <input type="radio"/> Increased 15.0% to 19.9% |
| <input type="radio"/> Increased 1.0% to 2.9% | <input type="radio"/> Increased 20.0% to 24.9% |
| <input type="radio"/> Increased 3.0% to 3.9% | <input type="radio"/> Increased 25.0% to 29.9% |
| <input type="radio"/> Increased 4.0% to 4.9% | <input type="radio"/> Increased 30% or greater |
| <input type="radio"/> Increased 5.0% to 6.9% |  |

**28. How do you expect your total compensation to change over the next 12 months?**

*Total compensation includes salary, bonus, and other cash incentives.*

- |  |  |
|--|--|
| <input type="radio"/> Decreased              | <input type="radio"/> Increased 7.0% to 9.9%   |
| <input type="radio"/> Remained the same      | <input type="radio"/> Increased 10.0% to 14.9% |
| <input type="radio"/> Increased less than 1% | <input type="radio"/> Increased 15.0% to 19.9% |
| <input type="radio"/> Increased 1.0% to 2.9% | <input type="radio"/> Increased 20.0% to 24.9% |
| <input type="radio"/> Increased 3.0% to 3.9% | <input type="radio"/> Increased 25.0% to 29.9% |
| <input type="radio"/> Increased 4.0% to 4.9% | <input type="radio"/> Increased 30% or greater |
| <input type="radio"/> Increased 5.0% to 6.9% |  |

**(IF A PMP, ASK:)**

**29. To what degree do you feel that having the PMP certification has contributed to increases in your compensation?**

- ☐ A great deal
- ☐ A moderate amount
- ☐ A slight amount
- ☐ None
- ☐ Don't know

**30. Is the country in which you currently work the same as your home country (i.e., that you consider to be your permanent residence).**

- ☐ Yes
- ☐ No

**(IF NO, ASK:)**

**31. 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?**

- ☐ The country where you work
- ☐ Your home country
- ☐ Other; please specify: \_\_\_\_\_
- ☐ Don't know

## Work Environment

**32. Please indicate the total number of employees within your entire organization:**

- ☐ Less than 100
- ☐ 100 to 299
- ☐ 300 to 999
- ☐ 1,000 to 2,499
- ☐ 2,500 to 4,999
- ☐ 5,000 to 9,999
- ☐ 10,000 or more

**33. 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: \_\_\_\_\_

**34. How many days of training (internal and external) did you receive over the last 12 months?**

\_\_\_\_\_

**35. Do you manage project teams?**

- ☐ Yes
- ☐ No

**(IF YES, ASK:)**

**36. What is the typical number of people that serve on project teams that you manage?**

\_\_\_\_\_ (Enter Response)

**37. In U.S. dollars (US\$), what is the average budget for the projects you manage?**

*To convert local currency to US\$, please use the conversion rates found here.*

- ☐ Less than \$100,000
- ☐ \$100,000 to \$499,999
- ☐ \$500,000 to \$999,999
- ☐ \$1 million to \$10 million
- ☐ More than \$10 million
- ☐ Don't manage projects
- ☐ Don't know

## Career Path

**38. Is there a career path for someone engaged in project or program management within your organization?**

- ☐ Yes - Clearly defined and in writing
- ☐ Yes - Informal or unstated career path
- ☐ No
- ☐ Don't Know

**(IF THERE IS A CAREER PATH, ASK:)**

**39. Is the career path for someone engaged in project or program management connected to roles in upper management?**

- ☐ Yes - Clearly defined and in writing
- ☐ Yes - Informal or unstated
- ☐ No
- ☐ Don't Know

**40. Does your organization have a set of performance skills (or skill sets) defined for project or program managers?**

- ☐ Yes - Clearly defined and in writing
- ☐ Yes - Informal or unstated
- ☐ No
- ☐ Don't Know

**41. How many years of experience do you have in each of the following project management techniques?**

ROTATE	NONE	1 TO 5	6 TO 10	11 TO 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					

**42. 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)?**

- ☐ Project management is my primary profession
- ☐ Project management is a service I provide as part of another profession
- ☐ Neither, I am simply interested in the topic of project management

**43. Which of these includes the total annual revenue of your organization (in U.S. Dollars)?**

*To convert local currency to US\$, please use the conversion rates found [here](#).*

- ☐ Less than \$50 million
- ☐ \$50 to \$499 million
- ☐ \$500 to \$999 million
- ☐ \$1 billion to \$4.99 Billion
- ☐ \$5 billion or more
- ☐ Not applicable/Don't know

**44. About how much does your organization spend on all its projects annually (in U.S. Dollars)?**

*To convert local currency to US\$, please use the conversion rates found [here](#).*

- ☐ Less than \$1 million
- ☐ \$1 to \$9 million
- ☐ \$10 to \$49 million
- ☐ \$50 to \$249 million
- ☐ \$250 to \$499 million
- ☐ \$500 to \$999 million
- ☐ \$1 billion or more
- ☐ Don't know

**45. Does your organization have a Project Management Office, or “PMO”?**

- ☐ Yes
- ☐ No

**46. In which country do you reside?**

*Please indicate the country of your permanent residence.*

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**47. What is your primary language for work?**

- |  |  |
|--|--|
| <input type="radio"/> Arabic           | <input type="radio"/> Korean                 |
| <input type="radio"/> Bahasa Indonesia | <input type="radio"/> Malay                  |
| <input type="radio"/> Chinese          | <input type="radio"/> Polish                 |
| <input type="radio"/> Dutch            | <input type="radio"/> Portuguese             |
| <input type="radio"/> English          | <input type="radio"/> Russian                |
| <input type="radio"/> Filipino         | <input type="radio"/> Spanish                |
| <input type="radio"/> French           | <input type="radio"/> Swedish                |
| <input type="radio"/> German           | <input type="radio"/> Turkish                |
| <input type="radio"/> Hindi            | <input type="radio"/> Urdu                   |
| <input type="radio"/> Italian          | <input type="radio"/> Other, please specify: |
| <input type="radio"/> Japanese         | <hr/>  |

**48. 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 Response)

**49. Use this space for any comments or suggestions related to the objectives of this survey, particularly its concepts, definitions, and measurement techniques.**

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# APPENDIX C

## Sampling Methodology

PMI’s *Earning Power: Project Management Salary Survey*—Eleventh Edition, was sent to a stratified sampling of customers from 42 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 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, PeriscopelQ, for this project. PeriscopelQ utilized its advanced web survey technology platform ([www.periscopelq.com](http://www.periscopelq.com)) to conduct this research. PeriscopelQ 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 PeriscopelQ’s best compensation survey practices, including confidentiality of individual responses.

Email invitations to the web-based survey were sent to 281,443 professionals on 11 March 2019. Non responders were sent a total of three reminder emails throughout the field period, which ended on 24 April 2019. Data collection for the survey closed with a total of 44,681 completed surveys, yielding a response rate of 15.9%.

The data collected were run through extensive quality checks by PeriscopelQ, resulting in the elimination of 12,633 cases based on the following criteria:

REASON	NUMBER DELETED
Not full-time	3,535
Selected “poor fit” for job position	959
Selected undefined country	447
Analyzed to be an outlier or violated other best compensation practice principles	3,318
Excluded job titles (non-PM positions)	4,374

As shown in the table above, 959 respondents were eliminated from the data because they noted that the position descriptions provided did not adequately represent their current job responsibilities. These 959 respondents represent only 2.1% 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 32,048 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 on page 353.

COUNTRY	RESPONDENTS	SAMPLE ERROR*
Australia	818	+/-3.4%
Belgium	243	+/-6.3%
Brazil	820	+/-3.4%
Canada	2,869	+/-1.8%
Chile	194	+/-7.0%
China	826	+/-3.4%
Colombia	453	+/-4.6%
Costa Rica	98	+/-9.9%
Ecuador	153	+/-7.9%
Egypt	231	+/-6.4%
France	792	+/-3.5%
Germany	988	+/-3.1%
Hong Kong	322	+/-5.5%
India	885	+/-3.3%
Indonesia	102	+/-9.7%
Ireland	520	+/-4.3%
Italy	1,131	+/-2.9%
Japan	602	+/-4.0%
Malaysia	440	+/-4.7%
Mexico	680	+/-3.8%
Netherlands	347	+/-5.3%
New Zealand	461	+/-4.6%
Nigeria	297	+/-5.7%
Pakistan	171	+/-7.5%
Peru	320	+/-5.5%
Philippines	306	+/-5.6%
Poland	470	+/-4.5%
Portugal	340	+/-5.3%
Qatar	283	+/-5.8%
Russian Federation	240	+/-6.3%
Saudi Arabia	542	+/-4.2%
Singapore	783	+/-3.5%
South Africa	771	+/-3.5%
South Korea	290	+/-5.8%
Spain	1,308	+/-2.7%
Sweden	463	+/-4.6%
Switzerland	539	+/-4.2%
Taiwan	298	+/-5.7%
Turkey	344	+/-5.3%
United Arab Emirates	602	+/-4.0%
United Kingdom	739	+/-3.6%
United States	8,967	+/-1.0%

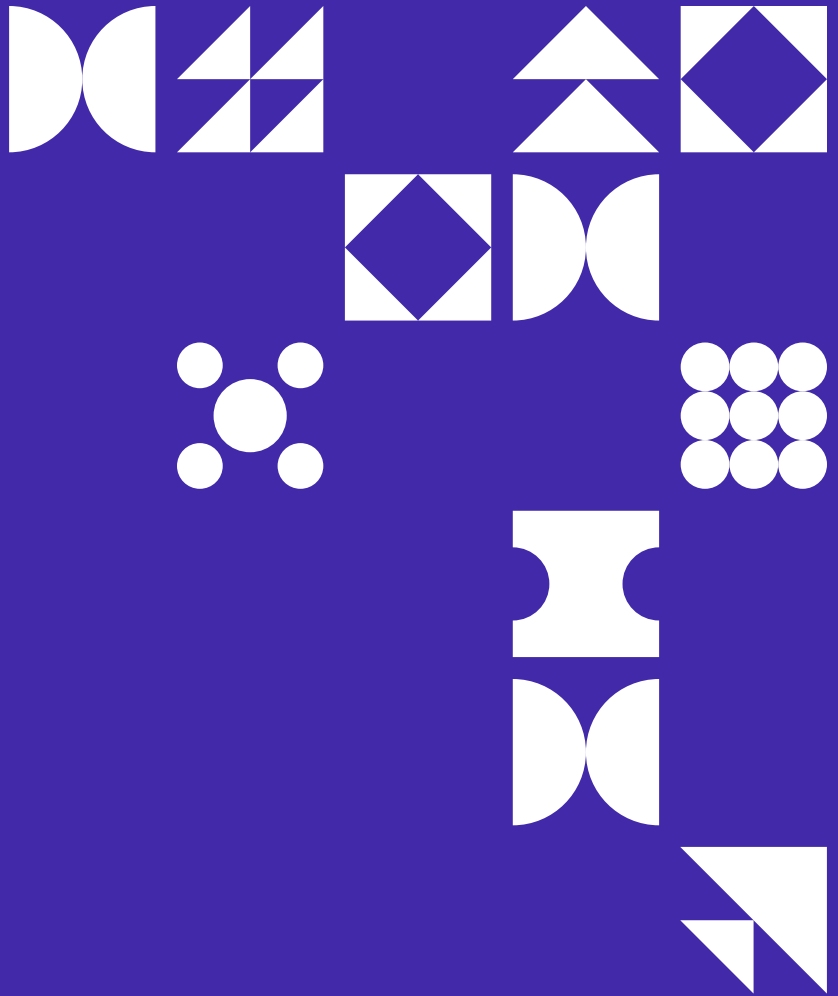
\*Sample error at the 95% confidence level

# APPENDIX D

## Exchange Rates

CURRENCY	EXCHANGE RATE* (U.S. DOLLARS TO LOCAL)	EXCHANGE RATE* (LOCAL TO U.S. DOLLARS)
Australian Dollars	0.705258	1.417921
Brazilian Reais	0.257619	3.881701
British (U.K.) Pounds	1.273434	0.785278
Canadian Dollars	0.733550	1.363234
Chilean Pesos	0.001439	694.927033
Chinese Yuan Renminbis	0.145377	6.878667
Colombian Pesos	0.000308	3246.753247
Costa Rican Colóns	0.001628	614.250614
Egyptian Pounds	0.055733	17.942691
European Union Euros	1.144384	0.873833
Egyptian Pounds	0.055733	17.942691
Hong Kong Dollars	0.127679	7.832142
Indian Rupees	0.014375	69.565217
Indonesian Rupiah	0.000069	14492.753623
Japanese Yen	0.009089	110.023105
Malaysian Ringgits	0.241645	4.138302
Mexican Pesos	0.050869	19.658338
New Zealand Dollars	0.671038	1.490229
Nigerian Nairas	0.002736	365.497076
Pakistan Rupees	0.007153	139.801482
Peruvian Nuevo Soles	0.294972	3.390152
Philippine Pesos	0.019015	52.590060
Polish Złotys	0.266095	3.758056
Qatari Riyals	0.272225	3.673432
Russian Rubles	0.014380	69.541029
Saudi Riyals	0.266432	3.753303
Singapore Dollars	0.733325	1.363652
South African Rand	0.069394	14.410468
South Korean Won	0.000897	1114.827202
Swedish Kronor	0.111937	8.933597
Swiss Francs	1.016047	0.984206
Taiwan Dollars	0.032676	30.603501
Turkish Lire	0.188900	5.293806
United Arab Emirates Dirhams	0.272215	3.673567
United States Dollars	1	1

\*Exchange rates as of 31 December 2018



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