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

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

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

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

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

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

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

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

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

John Thorpe, Managing Director
Arras People, 2017
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Table of Contents

About the Survey................................................................. Page 1
Role, Age and Gender...................................................... Page 2
Chartered Status............................................................... Page 3
Off-Payroll Workers......................................................... Page 5
Career Breaks................................................................. Page 7
PPM Accreditation........................................................... Page 8
PPM Domain and Gender................................................ Page 9
PPM - Career of First Choice........................................... Page 11
Unemployed PPM Practitioners........................................ Page 12
UK Economic Climate..................................................... Page 13
UK Living Standards and Confidence............................... Page 14
UK Remuneration Patterns.............................................. Page 15
UK Contractor Overview................................................ Page 16
Employee Overview....................................................... Page 18
Actual Remuneration...................................................... Page 20
Programme Manager...................................................... Page 21
PPM Consultant............................................................. Page 22
Portfolio Manager........................................................ Page 23
Project Manager............................................................ Page 24
Change Manager............................................................ Page 25
PMO Manager............................................................... Page 26
Project Support............................................................ Page 27

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

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

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

Relationship to Arras:

In terms of the validity of the data set we are happy to report that the breadth of respondents was again wide and included a mix of practitioners who have a record in the Arras People candidate database; those who do not and those who chose to remain anonymous. This mix gives us the confidence that we are not just surveying job seekers and the data provides a valid cross-section of the UK PPM practitioner community.

Respondent Status:

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

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

PPM Practitioners:

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

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

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

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

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

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

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

Geographical Distribution:

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

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

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

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

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

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

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

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

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

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

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

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

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

Industry Impact:

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

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

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

**The Chartered Challenge:**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The Hirers View:

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

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

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

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

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

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

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

Worker Intent:

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

33% of the workers say they will be looking for an increase in rate to cover some of their potential losses which will increase Public sector costs. Perhaps more worrying is that 60% of the workforce will look to withdraw their labour from the talent pool. Such a level of withdrawal will leave the Public sector with some major resourcing challenges and ultimately increase costs if the shortfalls have to be covered by workers supplied by the big 4 consultancies.

Private Sector Next?

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

With this in mind we asked the Private sector respondents about their levels of concern (Fig. 16). As can be seen there are 26% Very, 35% Moderately and 19% Slightly concerned that they may be next in line. In common with their peers in the Public sector, “putting up with a reduced income” comes at the bottom of the intentions list.

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

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

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

“this will be less relevant to true contact work”
Career Breaks

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

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

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

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

Reason for Career Break:

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

Long term impact on career:

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

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

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

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

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

Most Valued?

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

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

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

Most Wanted?

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

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

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

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

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

Our second question asked our respondents if they “feel that any aspect of your work life is defined by gender stereotyping?”. As we can see in Fig. 30, overall 79% said no, with this figure increasing to 87% for males and falling to 62% for the females.

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

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

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

Those reporting the organisation is pretty much consistent across all the age ranges.
In a final cut Fig. 32 shows the female responses broken down by role and Fig. 33 the male responses broken down in the same way. Shown on the same scale the figures paint a startling picture of the differentials across gender to this question.

**Career Limiting:**

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

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

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

**Personal Choice:**

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

As can be seen in Fig. 35, 36% of our respondents agreed that it is. Amongst the males 33% have seen others or have themselves taken a decision to limit their own career, whilst for the females this figure increased to 45%.
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Over recent years the field of Programme and Project Management (PPM) has been positioned as a ‘career of first choice’ as more Universities have offered Degrees and Masters in the subject areas. This idea has also been promoted in the UK with the introduction of Modern Apprenticeships in project management.

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

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

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

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

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

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

Time will tell, but at this point we have a reference from which to monitor any future developments in this area.
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www.apmg-international.com/AgilePM
With UK unemployment as a whole continuing in a downward direction during 2016, we once again took a snapshot of those PPM practitioners who identified themselves as unemployed when participating in the survey.

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

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

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

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

**Same Challenges for Unemployed:**

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

**Unemployed Confidence and Brexit:**

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

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

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<td>22%</td>
<td>26%</td>
<td>18%</td>
</tr>
</tbody>
</table>

| Years PPM Experience        |      |      |      |
| <1 Year                     | 10%  | 8%   | 6%   |
| 2 to 3 Years                | 6%   | 14%  | 7%   |
| 4 to 5 Years                | 8%   | 7%   | 9%   |
| 5 to 10 Years               | 20%  | 11%  | 19%  |
| 10+ Years                   | 56%  | 60%  | 59%  |

| Period of unemployment      |      |      |      |
| <3 Months                   | 33%  | 38%  | 32%  |
| 3 to 6 months               | 27%  | 16%  | 25%  |
| 7 to 12 Months              | 23%  | 16%  | 15%  |
| >12 Months                  | 18%  | 29%  | 28%  |

Fig 39 - UK Unemployed Practitioners

“I had anticipated it being easy to find a contracting job, given my years of experience and delivery reputation. Not so!”

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

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

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

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

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

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

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

Once again it looks like UK Plc will be running nervously along in anticipation of any future shocks.
2016 has seen lots of talk about a socioeconomic grouping in UK society who have been given the title ‘JAM’ (Just About Managing) by the business and political circles. Whilst not many PPM practitioners are in the £18,000 to £24,000 a year earning bracket associated to this group, many do have their own challenges in maintaining their lifestyles.

Feeling the pinch:

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

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

Confidence dented?

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

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

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

2016 Remuneration:

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

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

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

2017 Remuneration Outlook:

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

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

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

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

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

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

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

Day Rates:
The data recorded for day rates achieved by our UK based contractors during 2016 showed an interesting shift around the mid-point of £450 to £499 as can be seen in Fig. 57. Compared to previous years we saw a significant drop (-6%) giving dual peaks in the ranges below and above. The numbers earning rates under the mid-point increased on 2015 by 2%, reversing the trend of the last 2 years. On the plus side, those earning rates over the mid-point increased by 4% on the 2015 results and creating some differentials, a point worthy of further investigation.
When the day rates are broken down by gender as we can see in Fig. 58, the dual peak around the mid-point becomes even more exaggerated. For the female respondents £400 to £449 has the highest proportion of the distribution with 19%; by comparison for the male respondents the peak moves into the £500 to £549 range with 17% of respondents. Comparing around the mid-point of £450 to £499 we see 55% of the females below this range whilst for males the figure is 42%. Above the mid-point, we see 34% of the females whilst for males the figure is 48% with another peak for males earning more than £750 per day.

**Value of Invoicing:**

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

**Contract Duration:**

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

**2017 Challenges:**

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

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

Who are they?

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

What do they do?

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

Salary distribution:

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

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

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

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

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

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

Changing roles:

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

Into 2017:

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

In terms of top concerns for the year:

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

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

"Usual deal of delivering more with less, expectation of long hours and insufficient time for CPD and self-learning"
UK Actual Remuneration

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

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

### Rest of the World

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

Unfortunately, the numbers who respond from each individual country/region are not of sufficient volume for us to create a detailed review assessment on the level of the UK based practitioners, however your inputs are greatly valued.
Helping businesses be Agile in all business change initiatives – regardless of scale

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

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“To provide global leadership in promoting, supporting and enabling Business Agility”
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For more information please see our website www.agilebusiness.org
Program Manager

**Gender**
- 82% of PMs are male versus 18% women.
- It's 69% versus 30% across the whole PPM domain.

**Education**
- 40% of PMs have a Bachelor's degree; 35% have a Masters degree and 0% a PhD.

**Work**
- 51% work on a permanent basis; 43% are freelance and 6% are currently unemployed.

**Location**
- 19% of PgMs reside in London, 18% in the South East, 12% in the North West.

**Experience**
- 41% have been doing the job for over 10 years; 7% have less than one year experience.

**Age**
- 36% of PgMs are aged 50 to 59, 7% are under the age of 34, 12% are 60+.

**Money**
- 26% earn between £60-75K. 32% earn over £75K. 18% earn a day rate of £500 to £550.

**Programmes**
- 78% of permanent PgMs are working on business transformation projects; 24% have a span of control of between 21 and 40 people; 55% have no P&L responsibility.

**Brexit**
- 9% believe their confidence has been positively affected by Brexit - 37% think its had a negative affect.

**Career**
- 68% came to project management as a second career.
- 46% have been working for their current employer for less than 3 years.
- 20% of PgMs think project management is a gender biased profession - 1% believe that their work life has been defined by gender stereotyping - the culprit? Themselves.

**Gender**
- 82% of PMs are male versus 18% women.
- It's 69% versus 30% across the whole PPM domain.

**Work**
- 51% work on a permanent basis; 43% are freelance and 6% are currently unemployed.

**Location**
- 19% of PgMs reside in London, 18% in the South East, 12% in the North West.

**Experience**
- 41% have been doing the job for over 10 years; 7% have less than one year experience.

**Age**
- 36% of PgMs are aged 50 to 59, 7% are under the age of 34, 12% are 60+.

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- 46% have been working for their current employer for less than 3 years.
- 20% of PgMs think project management is a gender biased profession - 1% believe that their work life has been defined by gender stereotyping - the culprit? Themselves.
Location
21% of PfMs reside in London, 16% in the Midlands, 13% in the South East.

Age
34% of PfMs are aged 50 to 59, 6% are under the age of 34, 8% are 60+

Gender
68% of PfMs are male versus 31% women. It’s 69% versus 30% across the whole PPM domain.

Education
31% of PfMs have a Bachelor’s degree; 47% have a Masters degree and 1% a PhD.

Experience
31% have been doing the job for over 10 years; 9% have less than one year experience.

Work
74% work on a permanent basis; 21% are freelance and 4% are currently unemployed.

Portfolio
100% of freelance PfMs operate a Limited Company; 25% believe their rate will remain static in 2017; 81% are aware of the Off-Payroll Worker Regulation.

Outlook
28% of permanent PfMs have no direct reports; 24% have a span of control of between 21 and 40 people; 55% have no P&L responsibility.

Brexit
37% believe their confidence has been positively affected by Brexit - 14% think its had a negative affect.

Money
25% earn between £60-75K. 32% earn over £75K. 17% earn a day rate of £500 to £550.

Accreditation
31% of PfMs are not planning on any further training in 2017. Most like to have for 2017 for PfMs? Portfolio Management.

Career
33% have taken a career break over 3 months. 17% of PfMs think project management is a gender biased profession - 0% believe that their work life has been defined by gender stereotyping - the culprit? Themselves.

Gender
14% have no accreditation at all. 12% value their APM accreditation.

Portfolio
54% of freelance PfMs saw their rates remain fixed in 2016; 25% earned between £750 and £1000/day. 44% of permanent PfMs received no bonus in 2016.

Outlook
30% are happy in their role. 27% are looking for a change in employer whilst 21% are open to a change in employer but are not pushing it.

Money
28% of permanent PfMs have no direct reports; 24% have a span of control of between 21 and 40 people; 55% have no P&L responsibility.

Brexit
37% believe their confidence has been positively affected by Brexit - 14% think its had a negative affect.

Gender
14% have no accreditation at all. 12% value their APM accreditation.

Career
33% have taken a career break over 3 months. 17% of PfMs think project management is a gender biased profession - 0% believe that their work life has been defined by gender stereotyping - the culprit? Themselves.

Portfolio
54% of freelance PfMs saw their rates remain fixed in 2016; 25% earned between £750 and £1000/day. 44% of permanent PfMs received no bonus in 2016.

Money
28% of permanent PfMs have no direct reports; 24% have a span of control of between 21 and 40 people; 55% have no P&L responsibility.

Brexit
37% believe their confidence has been positively affected by Brexit - 14% think its had a negative affect.

Gender
14% have no accreditation at all. 12% value their APM accreditation.
**Project Manager**

**Gender**
- 71% of PMs are male versus 29% women.
- 69% versus 30% across the whole PPM domain.

**Education**
- 40% of PMs have a Bachelors degree; 27% have a Masters degree and 1% a PhD.

**Work**
- 51% work on a permanent basis; 41% are freelance and 8% are currently unemployed.

**Location**
- 23% of PMs reside in London, 17% in the South East, 12% in the Midlands.

**Age**
- 27% of PMs are aged 50 to 59, 21% are under the age of 34, 7% are 60+.

**Gender**
- 29% earn between £40-49K, 26% earn between £30-39K.
- 21% earn a day rate of £400 to £450.

**Projects**
- 71% of PMs are working in the private sector financial services.
- 28% are managing 5 or more projects at a time.

**Outlook**
- 67% measured on time; 54% on quality; 48% on assigned tasks; 45% on budget; 37% on customer satisfaction and 13% on profit.

**Career**
- 23% have taken a career break over 3 months.
- 28% of PMs think project management is a gender biased profession - 1% believe that their work life has been defined by gender stereotyping - the culprit? Themselves.

**Accreditation**
- 19% have no accreditation at all.
- 15% value their APM accreditation.

**Money**
- 61% of permanent PMs are working on business transformation projects; 25% have a span of control of between 10 and 20 people; 58% have no P&L responsibility.

**Work**
- 5% of freelance PMs have no contract in place as they headed into 2017; 34% were pressured to reduce their day rate during 2016.

**Brexit**
- 25% are open to changing employers but are not pushing it.
- 21% are looking to change employers.

**Outlook**
- 50% Chartered Status - Extremely and Very Important.

**Gender**
- 13% The PM and their family are much better off than last year.
57% of CMs are male versus 43% women. It’s 69% versus 30% across the whole PPM domain.

37% of CMs have a Bachelors degree; 43% have a Masters degree and 2% a PhD.

43% work on a permanent basis; 49% are freelance and 8% are currently unemployed.

42% have taken a career break over 3 months.

16% believe their confidence has been positively affected by Brexit - 59% think its had a negative affect.

41% are working in the private sector - 32% Financial Services; 16% Professional Servs.

21% are happy in their role.

43% have been working for their current employer for less than 3 years.

74% came to project management as a second career.

29% earn between £50-60K; 10% earn over £100K.

25% earn a day rate of £450 to £499.

56% are working in the private sector - 32% Financial Services; 16% Professional Servs.

5% earned between £750 and £999/day.

62% of permanent CMs received no bonus in 2016.

40% of Change Managers are not planning for training in 2017. Of those that are Programme, Change and PROSCI feature.

70% of freelancers saw their rates remain fixed in 2016; 5% earned between £750 and £999/day.

21% are happy in their role.

37% are open for a change in employer but are not pushing it - 32% are looking to change employer.

95% of freelance CMs operate a Limited Company; 70% believe their rate will remain static in 2017; 68% are aware of the Off-Payroll Worker Regulation.

41% of CMs report through the Board of Directors and 77% work in organisations with over 1000 employees.

41% of Change Managers value 3 AXELOS products; 13% PRINCE2; 4% MSP and 2% ITIL. They also value products from Lean and APMG.

19% of Change Managers have no accreditation at all.

8% value their APM accreditations.

19% have no accreditation at all.

8% value their APM accreditations.

5% earned between £750 and £999/day.

62% of permanent CMs received no bonus in 2016.

40% of Change Managers are not planning for training in 2017. Of those that are Programme, Change and PROSCI feature.

70% of freelancers saw their rates remain fixed in 2016; 5% earned between £750 and £999/day.

21% are happy in their role.

37% are open for a change in employer but are not pushing it - 32% are looking to change employer.

95% of freelance CMs operate a Limited Company; 70% believe their rate will remain static in 2017; 68% are aware of the Off-Payroll Worker Regulation.

41% of CMs report through the Board of Directors and 77% work in organisations with over 1000 employees.

41% of Change Managers value 3 AXELOS products; 13% PRINCE2; 4% MSP and 2% ITIL. They also value products from Lean and APMG.
28% of PMO Mgrs are male versus 46% women. It’s 69% versus 30% across the whole PPM domain.

Location
28% of PMO Mgrs reside in London, 24% in the South East and 14% in the Midlands.

Age
28% of PMO Mgrs are aged 35 to 42; 26% are 43 to 49; 5% are 60+.

Gender
53% of PMO Mgrs are male versus 46% women.

Education
41% of PMO Mgrs have a Bachelors degree; 30% have a Masters degree and 1% a PhD.

Work
69% work on a permanent basis; 27% are freelance and 4% are currently unemployed.

Experience
27% have been doing the job for 2 to 3 years; 9% have less than one year experience.

CAREER
65% came to project management as a second career; 53% have been working for their current employer for less than 3 years.

CAREER
14% have taken a career break over 3 months.

MONEY
21% earn a day rate of £450 to £499.

MONEY
25% earn between £40-50K; 18% earn over £75K.

Work
88% of freelance PMO Mgrs operate a Limited Company; 25% believe their rate will remain static in 2017; 68% are aware of the Off-Payroll Worker Regulation.

PMO
44% of PMO Mgrs report to a Head of Department and 37% see themselves as Advanced practitioners. 74% work in organisations with over 1000 employees.

PMO
46% of PMO Mgrs report through the IT department and 24% through the senior board.

Outlook
36% of PMO Mgrs report through the IT department and 24% through the senior board.

Brexit
27% think project management is a gender biased profession - 2% believe that their work life has been defined by gender stereotyping - the culprit? Themselves.

Brexit
34% are open for a change in employer but are not pushing it - 22% are looking to change employer.

Gender
23% think project management is a gender biased profession - 2% believe that their work life has been defined by gender stereotyping - the culprit? Themselves.

Gender
9% believe their confidence has been positively affected by Brexit - 46% think it had a negative affect.

Outlook
34% believe their confidence has been positively affected by Brexit - 46% think its had a negative affect.

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

**Location**
- 43% of Support reside in London,
- 18% in the South East and 13% in the South West

**Age**
- 24% of Support are aged 50 to 59;
- 20% are 35 to 42;
- 6% are less than 24

**Gender**
- 48% of Support are male versus 52% women. It’s 69% versus 30% across the whole PPM domain

**Education**
- 47% of Support have a Bachelors degree; 27% have a Masters degree and 1% a PhD

**Work**
- 63% work on a permanent basis; 27% are freelance and 11% are currently unemployed

**Experience**
- 31% have been doing the job for 2 to 3 years; 8% have less than one year experience

**Career**
- 72% came to project management as a second career
- 80% have been working for their current employer for less than 3 years

**Accreditation**
- 17% have no accreditation at all
- 3% have the APM Fundamentals Qualification

**Money**
- 38% earn between £30-40K; 2% earn over £60K
- 27% earn a day rate of £250 to £299

**Support**
- 73% of freelance Support operate a Limited Company; 55% believe their rate will remain static in 2017; 50% are aware of the Off-Payroll Worker Regulation

**Outlook**
- 45% of Support work in a Programme Management Office; 44% see their future as Project Managers

**Brexit**
- 7% believe their confidence has been positively affected by Brexit - 29% think its had a negative affect.
- 32% are looking for a new role within their current organisation - whilst 27% are open for a change but not pushing it

**Support**
- 44% of Support report to a PMO Manager and 46% see themselves as Practitioners. 64% work in organisations with over 1000 employees

**Work**
- 61% are working in the private sector - 20% Software Dev
- 13% Financial Services
- 27% have 2 to 3 years experience in PM

54% of Project Support have a PRINCE2 Foundation; 46% have the PRINCE2 Practitioner; 10% have P3O Practitioner

3% have the APM Fundamentals Qualification

73% of freelance Support operate a Limited Company; 55% believe their rate will remain static in 2017; 50% are aware of the Off-Payroll Worker Regulation

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

**Chartered Status - Extremely and Very Important**
- 57%

**Support and their family are much better off than last year**
- 16%
APM's membership grades have been crafted to support professionals at any stage of their career.

**FELLOW MEMBER**
APM Fellowship recognises those who have made a significant contribution to project management as a practitioner, teacher or researcher. The FAPM post-nominals are a testament to this high level of dedication to the profession.

**FULL MEMBER**
Full members enjoy the professional recognition that comes from using the post-nominals MAPM. In addition, they have access to a suite of membership features that are designed to aid career progression and professional development.

**ASSOCIATE MEMBER**
For those working towards Full membership and looking to benefit from the full list of features, including free entry to APM events, access to online resources and valuable networking opportunities.

**STUDENT MEMBER**
Student membership is now free, making it the perfect choice for anybody studying for a career in project management. Use our learning resources and global project management community to develop your knowledge and springboard your career.

Whether you are new to the profession and looking to develop your subject knowledge, or an experienced project manager looking for professional recognition, APM membership will support your career and help you realise your ambition. APM has been awarded a Royal Charter as part of its strategy to raise awareness and standards in the profession.

**AS A MEMBER, YOU CAN EXPECT TO:**
- improve your career progression opportunities;
- develop your skill set through our collection of learning resources;
- network with influential figures at APM events;
- share knowledge with a global community of project managers.

To find out more about how APM membership could help your career progress, visit [apm.org.uk/membership](http://apm.org.uk/membership)
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