



# 2010 Project Management Salary Survey

A WHITE PAPER PROVIDED BY ASPE-SDLC AND TENSTEP

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Presented by ASPE-SDLC and Ten Step

Developed Jointly by ASPE-SDLC and TenStep  
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## Introduction

Over the last thirty years the project manager has become a critical, if not essential, professional for ensuring a business successfully achieves a level of alignment between customer needs and operational capabilities. Why? Because the project management position drives the delivery of internal solutions, which enables growth in operational capabilities to support the ever-changing needs of customers. If you can deliver on what your customers want, you are relevant and you stay in business. In general, the results of this survey show it is a very exciting time to be a project manager. The industry believes that project managers provide value, and there is a willingness to “pay” for that value.

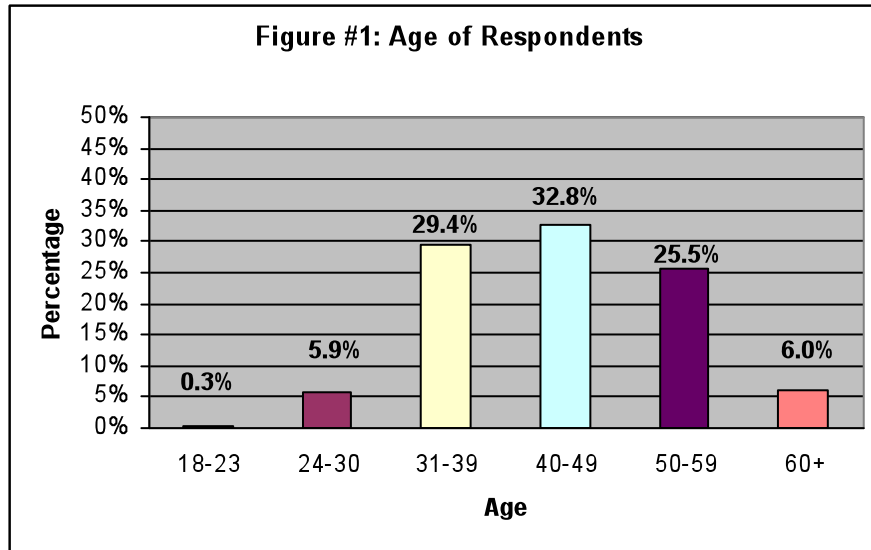
In order to get the largest cross section of professionals to respond to the survey, two organizations put their collective talents together. Those two organizations are ASPE-SDLC, a leader in providing high-quality, real-world training solutions to project management professionals, and TenStep, a leader in global project management consulting, training, and methodology. The partners opened the survey to project managers worldwide on January 15, 2010 and closed the survey on March 5, 2010. More than 2,000 responses were collected from more than 100 countries. The results were processed and Analysis.Net Consulting completed the data analysis.

There were some surprises in the data collected, including how much more a certified project manager makes. Also, as we found in both our 2009 Business Analyst and Agile salary surveys, there is a definite pay chasm between men and women. After writing the findings of these three surveys, there is no doubt that women are NOT paid comparable to their male counterparts when holding everything else equal. There is still a long way to go. Our hope is that this salary survey will provide insights based on data from your peers to help you plan your career direction.

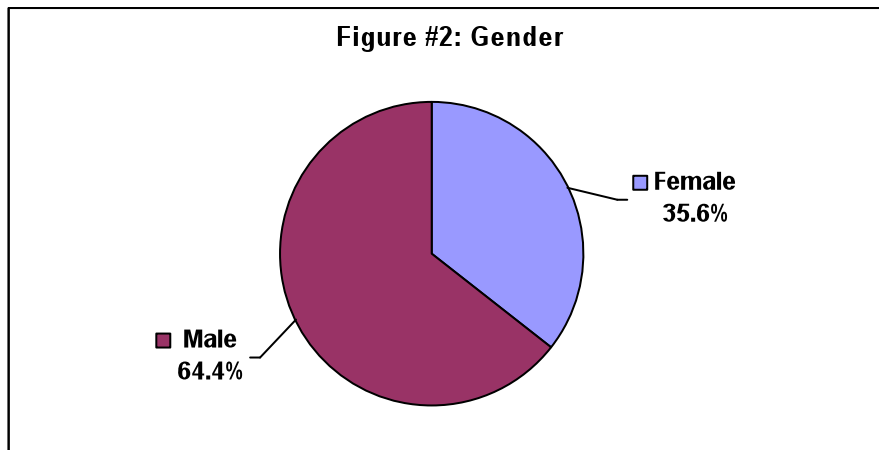
The Project Management Salary Survey has three primary sections. The first section details the demographics of the respondents. We will compare the demographics to other SDLC (Software Development Life Cycle) surveys done, as well as with data collected from our courses. The second section will detail specific salary information, including bonuses expected and received. We will compare specific salary data to other SDLC positions and to the market place in general. The third section shows specific salary drivers. We look at demographic data and show what traits impact salary and by what amount. This is the section that provides the most tantalizing information.

## Demographics

On the following page, Figure #1 details the age of the respondents. More than 57% of respondents were in the 40-49 and 50-59 year old age bracket. Looking solely at number of years in the workforce, this is an experienced group. An interesting observation is that only 6% of the respondents were between 24-30, and similarly only 6% of respondents were 60 or older. Therefore, the vast majority of professionals responding to the survey (86%) were between the ages of 31-59. It looks like you need experience to enter the PM profession, but at the same time there might be a level of “burnout” since it seems these professionals do not continue past a certain age.

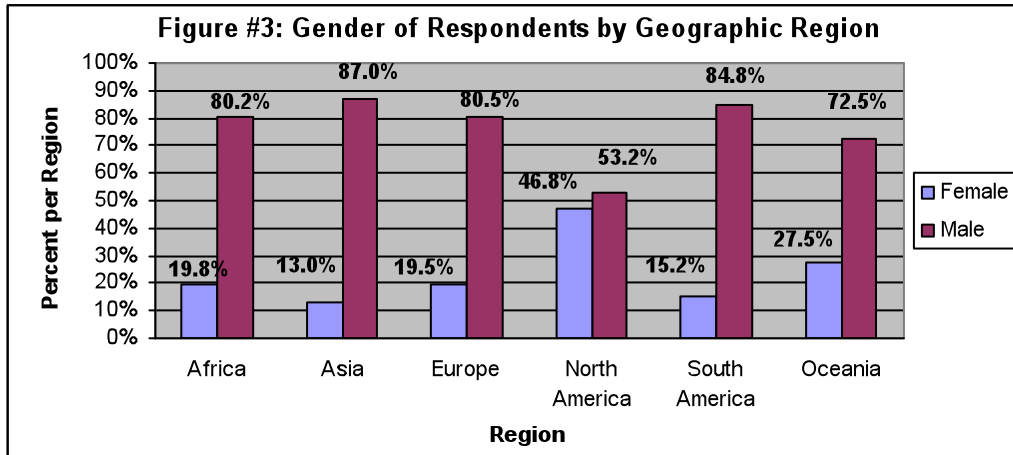


In all the salary surveys we have done in the past, gender was an important element. It allowed us to compare salary based on gender when holding everything else equal. For this survey we were able to show salary based on gender both in aggregate form, as well as by worldwide geographic region. Figure #2 shows the aggregate feedback on gender. In this model nearly two-thirds of respondents were male, but when the same data is broken down by region a much sharper image develops.



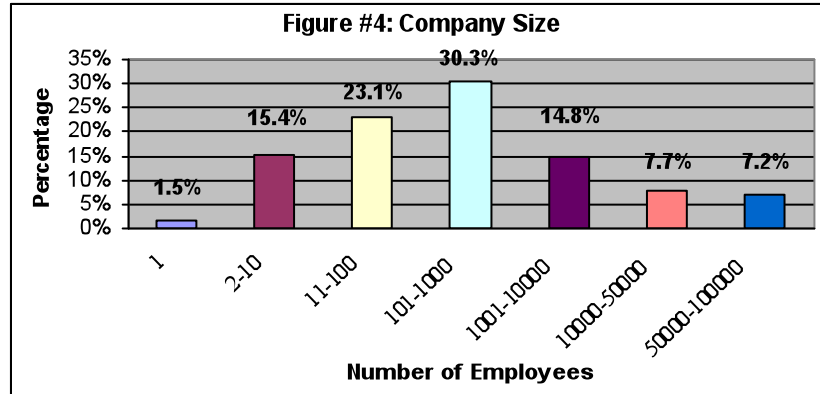
On the following page, Figure #3 shows gender of respondents broken out by geographic region. If it was not for the North American region, the overall gap would be much larger. In North America 53.2% of respondents were male and 46.8% were female, where as in every other region women made up less than 30% of the respondents. In Europe, females accounted for less than 20% of respondents. The data leads us to believe that outside of North America, the project management profession is not a female friendly profession. Anecdotally, we do see more males than females in our North

American classrooms and at PMI chapter meetings. This coincides with data collected, but we are surprised at how large the gap is outside North America.



As stated in the introduction, respondents came from more than 100 countries, but the United States accounted for 55% of the total number of respondents. The remaining top five countries were India (6.4%), Canada (4.2%), South Africa (2.5%), Australia (2.1%) and the United Kingdom (1.6%). With the disparity between the total number of countries covered compared to how many people responded from those countries, we broke the world up into six geographic regions: Africa, Asia, Europe, North America, South America, and Oceania (Australia, New Zealand and other Pacific Ocean island nations). This enables us to provide a specific, detailed analysis that is relevant, yet not watered down.

One belief that most people have about salary is that professionals in larger companies receive a larger salary. In order to quantify this “understanding” we collected company size information from respondents. On the following page, Figure #4 shows company size in aggregate. What was interesting is that only 15% of respondents work for companies of 10,000 or more people. The largest number of respondents, 30.3%, came from companies of 101-1,000 employees. What was also surprising was that a majority of respondents came from companies of between 11-1,000 employees (53.4%). Anecdotally, we have been led to believe that project management, being a specialized field, is predominately a large company position. This subjective opinion is incorrect. This data shows that project managers are used within small companies as well as within large companies. This finding highlights the value the marketplace puts on project management work. Based on the known burden that overhead puts on smaller companies, this data confirms that Project Management is now critical to the operation of both large and small companies, and is not just seen as overhead.



Professional certification is a big trademark of the project management industry with PMI (Project Management Institute) leading the way, but certainly not the only option. With the importance the market puts on project management certification, we wanted to provide data on both the breakdown of certified versus non-certified professionals and what, if any, impact certification has on salary. Figure #5 details whether respondents have a certification or do not have one by the six worldwide regions. In aggregate, approximately 60% of respondents held at least one certification in project management, but only 8% held two or more certifications. The most common certification held is the PMP, which 76% respondents hold. Overall, every region except Asia showed a majority of respondents holding a certification. Certification is strongest in Africa (66.7%) and North America (63.5%).

**Figure #5: Certification**

	<i>Africa</i>	<i>Asia</i>	<i>Europe</i>	<i>North America</i>	<i>South America</i>	<i>Oceania</i>
<b>Yes</b>	66.7%	45.8%	56.0%	63.5%	51.5%	55.0%
<b>No</b>	33.3%	54.2%	44.0%	36.5%	48.5%	45.0%

Since the PMP is the most common certification, we wanted to look at how long respondents have held it. The PMP accreditation has been available since 1984, yet two-thirds of respondents have received it within the last three to five years. This data continues to support the claim that PM longevity may be an issue after an extended period of time. Based on the types of skills project managers have, these professionals can easily move into other roles within an organization. While there is no specific data that proves this claim, it is something to consider for future surveys. Does the PM position have a high level of “burnout” based on the expectations and stresses of the position?

One of the best ways to dig into the issue of PM longevity is to look at years of experience. Unfortunately, the question did not ask if they were specifically a project manager, but rather how many years of PM experience they had. We believe some professionals doing operations work can still make the claim of doing PM work. On the following page, Figure #6 shows PM experience in years. The majority of respondents

had 10 or less years of experience (56.6%), although 32.8% responded saying they had between 11-20 years, and 10.6% said they had more than 21 years. Therefore, the respondents to this survey have a lot of experience. When comparing this data to age you find something quite interesting. It looks like most respondents have been doing project management work for most of, if not their entire, professional career. However, you cannot tell from the data if they were specifically a “project manager,” but you can say they felt they were doing some type of project management work

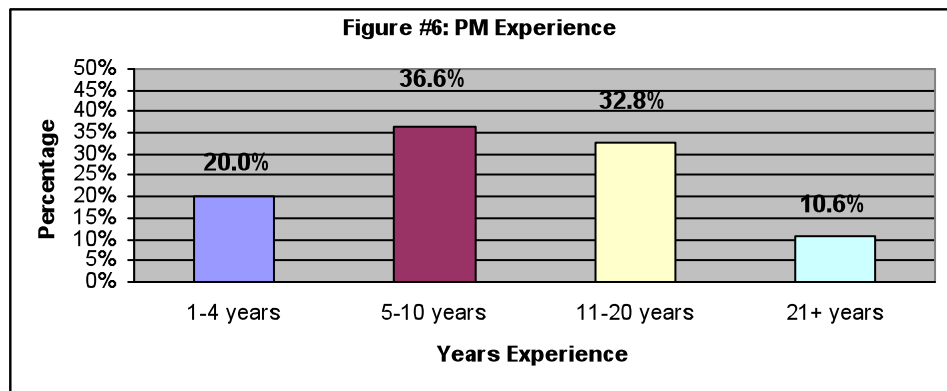
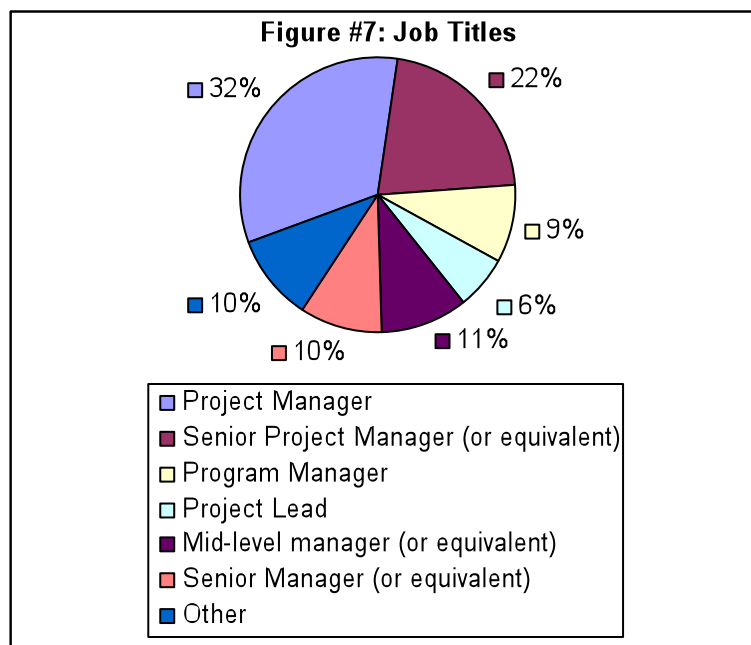
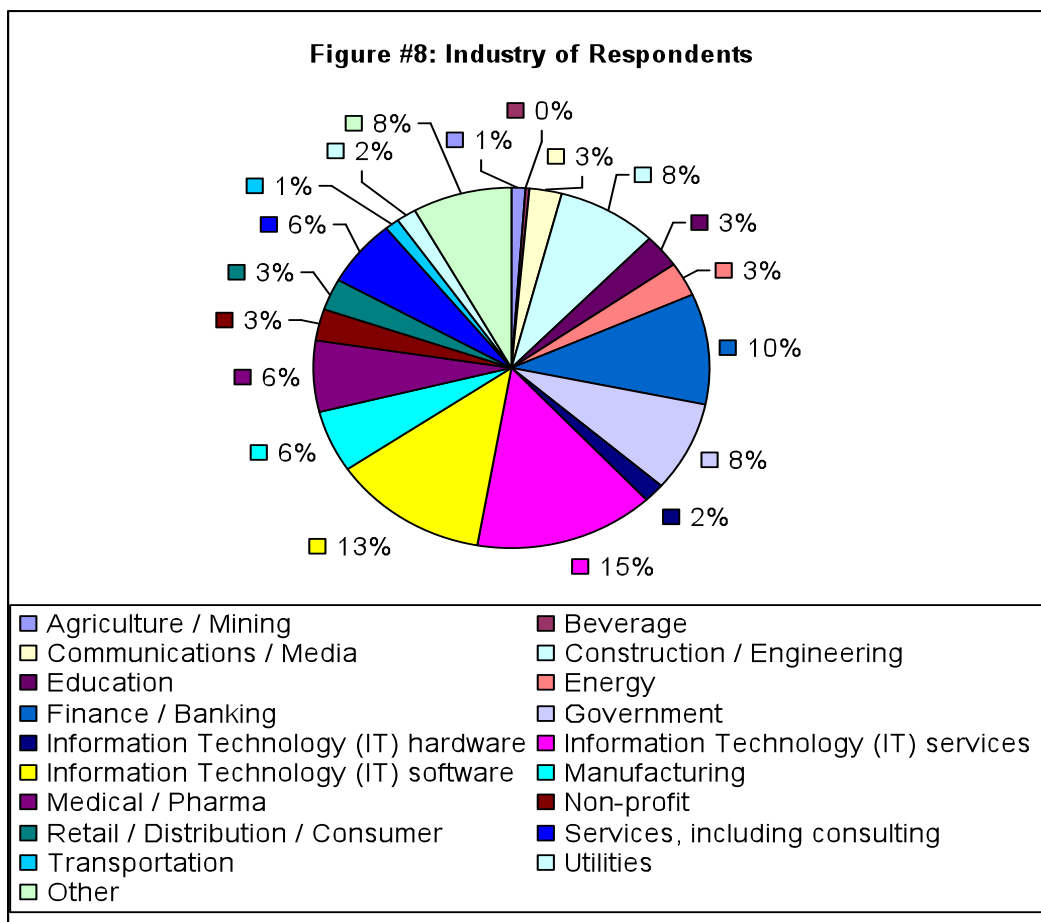


Figure #7 gets right down to the specifics of how the respondents classify themselves and their work. 54% classify themselves as either a project manager or a senior project manager. Surprisingly, you would think there would be more Project Managers responding to a project management salary survey. The remaining 46% classify themselves as follows: 21% mid-level or senior management, 10% as a program manager (normally someone managing multiple projects), 6% as project lead (normally a lower level position supporting a project manager’s work), and 10% as other.



Ultimately, two claims can be made when pulling together data on experience with data on age, job title, and duration of time certification is held. The first claim is that the area of project management is no longer just a skill set, but a profession with multiple paths and hierarchical levels; one in which the practitioner must be an experienced professional. The second claim is that project managers, because of the nature of their work and their skill set, have a professional path outside of the project management hierarchy (project lead, project manager, program manager, portfolio manager). This path potentially takes the PM out of the “rat-race” of managing projects into the world of operations and business management, as definitively seen in the 21% of respondents who see themselves as management professionals more so than project professionals. This is a very good thing because it shows the skill set of a PM is valued over and beyond the confines and context of the PM work.

Figure #8 shows the industry breakdown of the respondents. There is a very broad distribution of industry sectors. More than a quarter of the respondents work in either IT software development or services, with the remainder distributed across several other industries. This data matches very closely with the industry demographic breakdown of membership in PMI. In the salary survey, you will see a specific difference in salary per industry, but only for North America.



## Demographics Specific to Project Management

One of the most exciting aspects of this survey was our ability to ask very specific questions about project management practices. Some of the practices showed very telling impacts on salary. Figures #9 and #10 specifically involve project management standards. Figure #9 breaks down standards used in aggregate. The six standards surveyed were HERMES, IPMA, PMI PMBOK, PRINCE2, TenStep, and Other. The most common standard employed was PMBOK. PMBOK was prominent in every region of the world. 70% of respondents in North America followed it, as did 90% in South America. In aggregate, TenStep was the second most commonly used standard (7%) followed by PRINCE2 (3.9%).

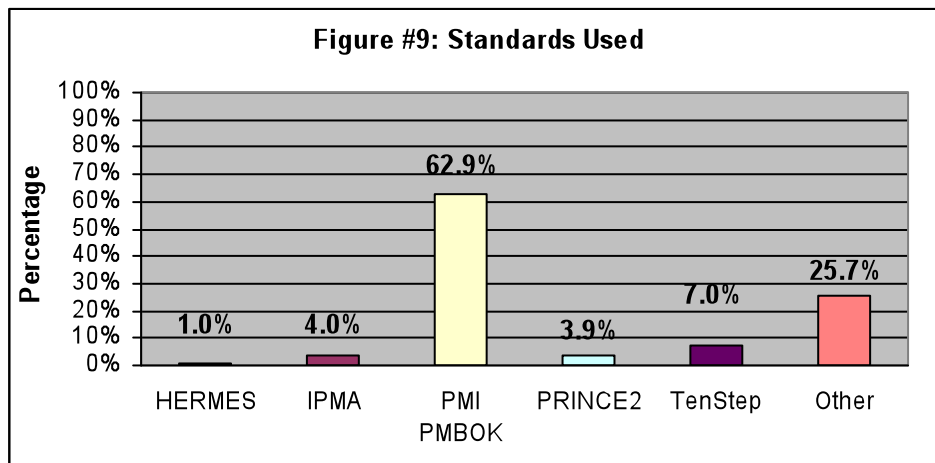
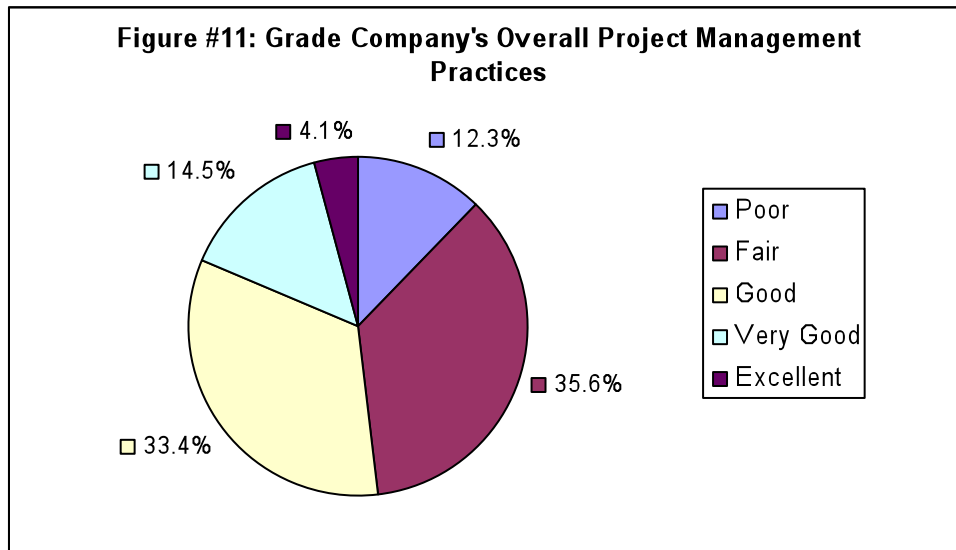


Figure #10 looks at standard practices across each region. Although PMI PMBOK has a foothold in North America, South America and Oceania, it is not the defacto standard in Africa, Asia or Europe based on the data reported. In Europe and Africa, the PRINCE2 standard shows a much larger base of use as compared to the aggregate data (15.5% and 18.2% respectively). The PRINCE2 standard originates out of Europe, so it makes sense the knowledge and use of that standard is more prevalent. TenStep's standard shows impact in Africa, Asia and Europe. When compared to PRINCE2, TenStep shows major life in North America (0.3% and 4.9% respectively).

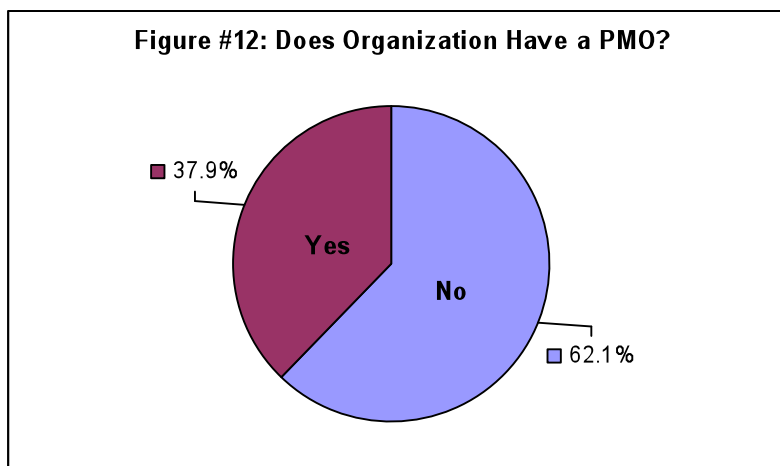
**Figure #10: Standard Practices by Geographic Region**

	<i>Africa</i>	<i>Asia</i>	<i>Europe</i>	<i>North America</i>	<i>South America</i>	<i>Oceania</i>
<b>HERMES</b>	0.0%	0.4%	0.0%	0.1%	0.0%	0.0%
<b>IPMA</b>	1.3%	0.4%	1.5%	0.1%	0.0%	0.0%
<b>PMI PMBOK</b>	39.0%	50.2%	49.0%	69.8%	90.3%	74.3%
<b>PRINCE2</b>	18.2%	3.4%	15.5%	0.3%	0.0%	8.6%
<b>TenStep</b>	14.3%	10.1%	11.5%	4.9%	0.0%	5.7%
<b>Other</b>	27.3%	35.4%	22.5%	24.8%	9.7%	11.4%

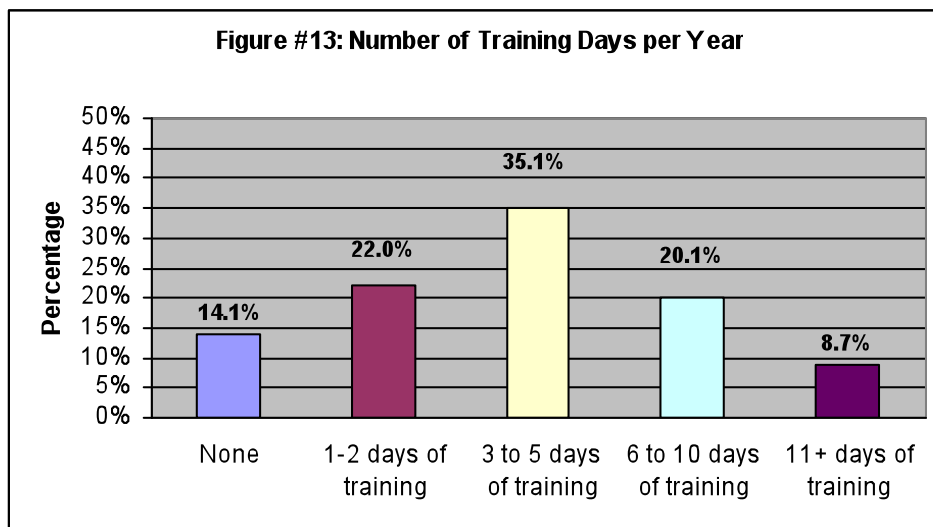
Figure #11 is based on a very subjective question. We asked respondents to grade their company’s overall project management practices. The impact these results have on salary will be discussed in detail later on in the report. Respondents on the whole gave their companies middling marks with regard to their project management practices. Just fewer than half the respondents rated their practices as “poor” or “fair” when only 4.1% rated their practices as excellent.



The project management office is the centralized command and control for the project management methods and tools deployed by a company. It is a center of excellence for all things related to a project. We asked respondents if they worked for a company that deployed a PMO and more than 62% responded yes. Figure #12 illustrates this data. The distribution of PMOs across different industries was remarkably consistent ranging from 50% to 70% for each industry. There was no significant tie found between having a PMO and the salary of respondents.



With the PMP certification requiring 65 PDU credits every three years, training and skill development is an important part of the project management industry. We specifically asked each respondent how much training they receive each year. We then connected training to salary to see if there was any impact. What we found was the number of training days per year does not have a statistically significant effect on base salary (holding everything else equal). Analysis.Net (the statistician) concluded from the data presented that the salary effects of training are largely accounted for in the experience and certification level of respondents – it is those two factors that “eat up” most of the statistical significance associated with training. Figure #13 shows the aggregate breakdown of number of training days. It seems that respondents do receive regular training, with 35.1% of those providing a response receiving 3-5 days of training per year, and more than 20% receiving 6-10 days. Overall, the largest percentage of respondents receives at least 3-5 days of training a year.



## Salary Data

The most important finding of the salary survey is that professionals responding to this survey are **highly compensated**, regardless of where they reside (worldwide). On the following page, Figure #14 shows the aggregate salary levels for all respondents. Salaries varied considerably across the world, but more than half of the respondents earned more than \$80,000 (USD) per year. Comparing this to US per capita income you can get a sense of the level of compensation PMs receive. The average income of a US citizen in 2005 was \$41,557 (USD) per year\*, so the average PM makes almost 100% more than the average US citizen. In North America alone, more than 96% of respondents earned more than \$40,000 (USD).

\* National Economic Accounts for Countries and Regions around the World. *Nations Online Project: A Destination Guide to Countries and Nations of the World*. 24 July 2009. Available at [http://www.nationsonline.org/oneworld/GNI\\_PPP\\_of\\_countries.htm](http://www.nationsonline.org/oneworld/GNI_PPP_of_countries.htm). Accessed 21 June 2010.

**Figure #14: Salary Levels for all Respondents**

<i>Salary</i>	<i>Percentage</i>
Less than 30,000	13.9%
30,001-40,000	5.8%
40,001-50,000	4.9%
50-001-60,000	5.6%
60,001-70,000	6.5%
70,001-80,000	9.5%
80,001-90,000	10.7%
90,001-100,000	11.5%
100,001-110,000	11.0%
110,001-120,000	6.6%
Over 120,001	14.0%

In Africa and Asia the majority of respondents earned less than \$50,000 (USD) a year overall, but compared to average per capita income of their regions, this is a considerable sum of money. In 2003 the per capita income for East Asia and the Pacific was \$7,570 (USD). For South Asia it was \$2,660 (USD). For the Middle East and North Africa it was \$5,700 (USD) and for Sub-Saharan Africa it was \$1,770 (USD)\*\*.

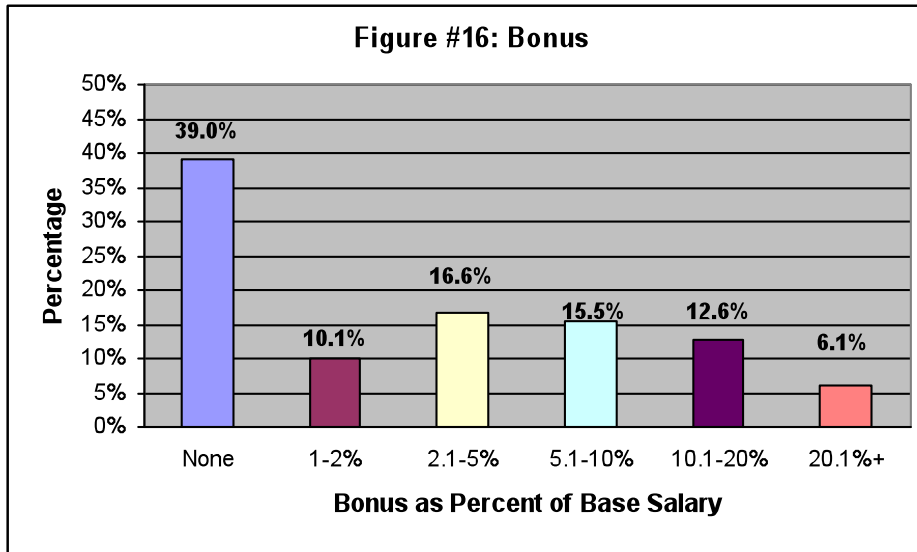
Figure #15 takes the salary findings and breaks it out across the six regions. The most amazing piece of data is the percentage of respondents across all regions making more than \$120K (USD) a year. In Africa 7.4% of respondents made more than \$120K a year, in Asia 5.6%, Europe 7.5%, North America 17.4%, South America 6.1%, and Oceania had a very large 36.9%. For North America 57.3% make more than \$90,000 a year and only 17.8% make less than \$70,000 (USD) a year. In Africa and Asia a large percentage, 29.6% and 49.4% respectively, make less than \$30,000 (USD). This salary range is still ten to twenty times more than the per capita income for those regions. Surprisingly, Oceania is the region that is the most top heavy with more than 69% of respondents making \$90,000 (USD) or higher.

**Figure #15: Salary Levels by Region**

	<i>Africa</i>	<i>Asia</i>	<i>Europe</i>	<i>North America</i>	<i>South America</i>	<i>Oceania</i>
<b>Less than 30,000</b>	29.6%	49.4%	24.5%	2.2%	12.1%	2.6%
<b>30,001-40,000</b>	13.6%	12.7%	13.2%	1.4%	30.3%	0.0%
<b>40,001-50,000</b>	8.6%	7.6%	10.4%	2.3%	24.2%	0.0%
<b>50-001-60,000</b>	6.2%	5.2%	10.4%	4.3%	18.2%	5.1%
<b>60,001-70,000</b>	7.4%	2.8%	5.7%	7.6%	3.0%	7.7%
<b>70,001-80,000</b>	8.6%	5.2%	9.0%	11.0%	3.0%	7.7%
<b>80,001-90,000</b>	4.9%	4.0%	7.1%	14.0%	3.0%	7.7%
<b>90,001-100,000</b>	6.2%	2.4%	6.1%	15.4%	0.0%	15.4%
<b>100,001-110,000</b>	3.7%	2.0%	2.4%	15.9%	0.0%	15.4%
<b>110,001-120,000</b>	3.7%	3.2%	3.8%	8.6%	0.0%	2.6%
<b>Over 120,001</b>	7.4%	5.6%	7.5%	17.4%	6.1%	35.9%

\*\* Per Capita Income Around the World. *Success-and-Culture.net*. Available at <http://www.success-and-culture.net/articles/percapitaincome.shtml>. Accessed 21 June 2010.

The next three figures (Figures #16, #17, and #18) display bonus amounts. Bonuses, unlike salaries, can fluctuate greatly (up or down) depending on economic conditions, so it is a good indication of business confidence. Figure #16 is a baseline graph that shows the size of bonus received by respondents. Although the bonus amounts are relatively low from a percentage perspective (49% get the lowest level bonus of 1-2% or less) the graph still shows that bonuses are a portion of compensation. The majority of respondents to this question get a bonus of 2.1% or more of base salary each year.



From this baseline, Figure #17 on the following page compares bonuses between 2008 and 2009. This figure gives an indication of the impacts of the recession. The overall analysis of this figure shows the global recession hit project managers in 2009, with nearly half receiving an equal or lesser bonus than in 2008. In normal years well over 50% would receive a higher bonus year-to-year, as seen in past surveys.

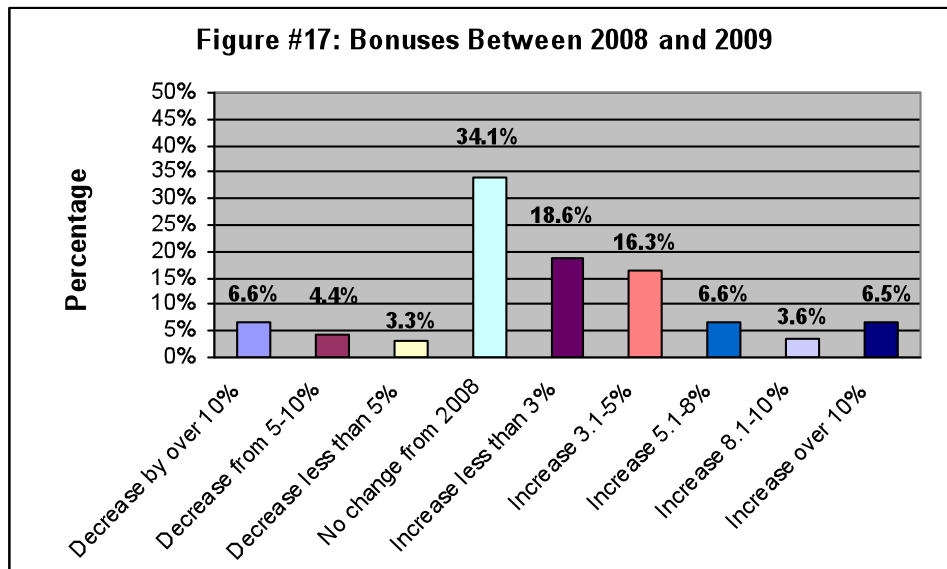
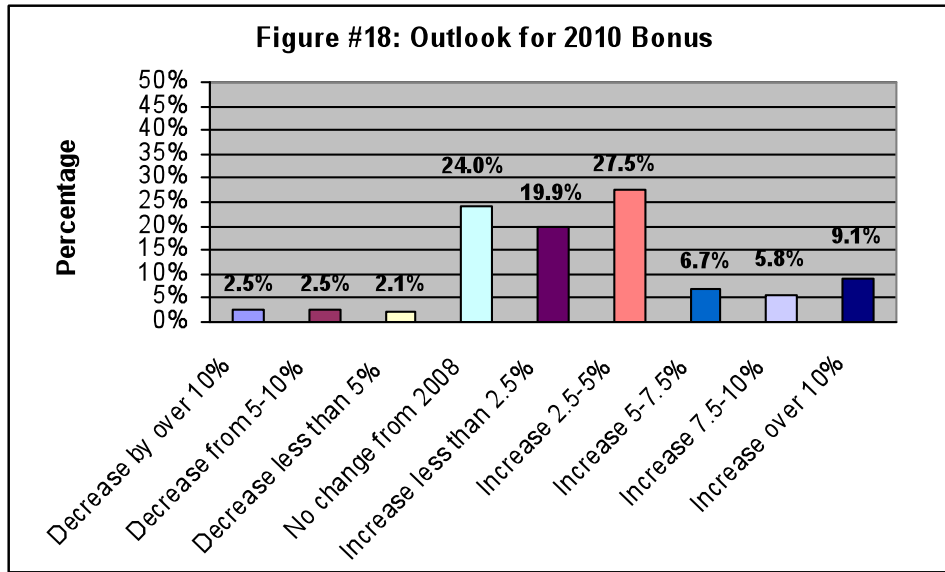


Figure #18 is a subjective analysis of the respondents' positive or negative outlook for the future. This figure compares 2009 bonuses with what respondents think their 2010 bonus will be. Respondents as a whole feel better about the prospects for business in 2010. Less than one-third expect the same or less than 2009, and more than 70% expect a larger bonus than last year. Although a subjective question, this is still an indicator for what these business-to-business professionals are seeing within their companies, and how what they are seeing will impact their overall income.



Finally, we asked respondents about their job concerns. The seven job concerns we asked them to weigh were as follows: possible layoffs, hiring freeze, salary freeze, salary decrease, outsourcing of job, skills requirement changes, and reduced demand for services. Of the respondents to the survey, 72% had at least one concern about their job, and 43% had two or more concerns. Figure #19 on the following page shows job concern by industry. From an aggregate perspective, the top three concerns were salary freeze (25.6%), possible layoff (20%), and hiring freeze (14.7%). Based on real data for 2010, the concern that has been substantially confirmed is hiring freeze. Companies are becoming increasingly profitable on the backs of the current workforce as unemployment rates continue into the double digits, yet GDP continues to grow each quarter. This is great for productivity, but it can have a significant, negative, long-term impact.

**Figure #19: Job Concern by Industry**

	<i>Possible layoffs</i>	<i>Hiring freeze</i>	<i>Salary freeze</i>	<i>Salary decrease</i>	<i>Outsourcing of job</i>	<i>Skill requirements changes</i>	<i>Reduced demand for your services</i>
<b>Agriculture / Mining</b>	14.30%	19.00%	19.00%	0.00%	19.00%	23.80%	4.80%
<b>Beverage</b>	10.00%	10.00%	40.00%	0.00%	20.00%	10.00%	10.00%
<b>Communications / Media</b>	20.90%	12.20%	28.70%	3.50%	11.30%	13.00%	10.40%
<b>Construction / Engineering</b>	17.40%	13.10%	21.10%	7.50%	6.10%	19.20%	15.50%
<b>Education</b>	18.40%	16.50%	28.20%	8.70%	6.80%	12.60%	8.70%
<b>Energy</b>	19.60%	12.00%	28.30%	6.50%	10.90%	13.00%	9.80%
<b>Finance / Banking</b>	22.70%	15.40%	21.80%	6.00%	8.80%	13.30%	12.10%
<b>Government</b>	21.60%	15.80%	28.70%	11.30%	6.80%	7.40%	8.40%
<b>Information Technology (IT) hardware</b>	23.40%	8.50%	21.30%	6.40%	4.30%	19.10%	17.00%
<b>Information Technology (IT) services</b>	17.70%	13.30%	27.10%	7.20%	8.10%	10.90%	15.70%
<b>Information Technology (IT) software</b>	19.40%	13.40%	28.60%	5.70%	5.10%	16.30%	11.40%
<b>Manufacturing</b>	19.40%	13.30%	22.20%	7.80%	7.80%	16.70%	12.80%
<b>Medical / Pharmaceutical</b>	22.60%	21.40%	22.00%	4.80%	4.20%	11.30%	13.70%
<b>Non-profit</b>	20.50%	12.30%	30.10%	6.80%	5.50%	17.80%	6.80%
<b>Retail / Distribution / Consumer</b>	20.30%	21.70%	24.60%	7.20%	4.30%	11.60%	10.10%
<b>Services, including consulting</b>	17.20%	15.60%	23.30%	7.20%	5.00%	11.10%	20.60%
<b>Transportation</b>	15.70%	13.70%	31.40%	7.80%	7.80%	11.80%	11.80%
<b>Utilities</b>	20.80%	6.30%	27.10%	6.30%	8.30%	8.30%	22.90%
<b>Other</b>	<b>24.70%</b>	<b>16.70%</b>	<b>25.10%</b>	<b>6.50%</b>	<b>7.90%</b>	<b>9.80%</b>	<b>9.30%</b>

Every industry, except for the financial/banking and Information Technology (IT) hardware industries, was more concerned with salary freeze than layoff. After the devastating impact of the financial crisis on employment, we can understand why that industry has a greater concern about layoffs.

### Salary Analysis

The overall data reveals that the biggest predictors of base salary are where a respondent lives, amount of work experience/certification, and gender. While all variables were analyzed, only a subset was found to be strong predictors.

Let's start with the negative. There were three major negative impacts on salary, each holding everything else equal.

- A respondent in Asia will make \$2,787 less a year than an equally experienced respondent outside of Asia (worldwide).

- A respondent in South America will make \$5,548 less a year than an equally experienced respondent outside of South America (worldwide).
- A female respondent, holding everything else equal, earns \$4,748 less a year than a comparable male. After we dug into this data a bit more we found that in North America a female makes \$4,412 less each year than a comparable North American male. So regardless of geography, the gap in pay based on gender alone is still prevalent and significant. This was also the case for both the Business Analyst and Agile salary surveys done in 2009.

Increase in experience and certification have a positive impact on salary when holding everything else equal.

- Worldwide, having a PMP certification increases salary by \$4,982 per year, but having a PMP certification in North America has only a modest increase of \$1,818 per year in salary compared to other respondents. So the PMP certification has a much bigger salary impact outside of North America.
- For every year you hold your PMP certification, your salary goes up. This shows the combined power of both experience and certification. Worldwide your salary increases \$439 each year you hold your PMP. Although, PMP holders in North America earn \$782 more each year they hold their PMP when holding everything else equal to other professionals.
- For every year of project management experience, salary increases by \$1,060 per year (worldwide).
- For every year increase in age, salary increases by \$404 per year (worldwide).
- Going back to the subjective analysis of project management practices, for every grade up the scale of overall project management practices at a company, the salary of the respondent increased by \$2,794 per year. This is very interesting. It could be a self-fulfilling fact in that a positive image of a company is based on a how much someone is being compensated. It is possible that management professionals rate their company higher than non-management, and management based on experience makes a higher salary. Or it could simply be that higher functioning and effective organizations give better pay. At this time there is not enough objective data to fully analyze and solidify this hypothesis.
- A very notable finding is that while holding everything else equal, someone with PRINCE2 certification makes \$10,906 more a year. Again, nothing in the data answers the question, “why?”.

From a geographic perspective, based on the wealth of one region over another, some of this analysis is relatively predictable, but there are a few curveballs.

- Professionals in North America make \$24,435 more per year than comparable professionals elsewhere.
  - Add the following on top of the North American Impact (per year):
    - The Mid-Atlantic region in the US makes an additional \$18,716 (the DC corridor has a lot to do with this).
    - The New England region in the US makes an additional \$15,907 (this has most likely been negatively impacted by the financial crisis in Boston and New York).
    - The Pacific region in the US makes an additional \$15,325.
    - The South-Atlantic region in the US makes an additional \$10,109 (this region is historically lower).
    - The Eastern North Central region of the US makes an additional \$9,980.
    - The Western South Central region of the US makes an additional \$8,529.
    - Mountain region of the US makes an additional \$8,090.
    - The West North Central region of the US makes an additional \$7,783.
- Professionals in Europe make an additional \$7,933 per year holding everything else equal.
- Surprisingly, professionals in Africa make an additional \$6,111 per year holding everything else equal (most likely attributed to the difficulty in finding skilled professionals in that region).

Finally, there are some small, positive impacts based on company size and industry.

- Holding everything else equal, from a worldwide prospective you make \$50 more per year for every 1,000 employees. So, professionals in large companies do earn more, but the difference is not substantial. There are other predictors that are much more powerful.
- When considering each industry separately for just the North American region you get the following:
  - Working in the government, holding everything else equal, you earn \$9,745 **LESS** per year.
  - Working in IT/Software, holding everything else equal, you earn \$7,636 more per year.
  - Working in the Medical/Pharmaceutical industry you earn \$6,983 more per year.
  - Working in the Services/Consulting industry you earn \$6,315 more per year.

The salary analysis presented is based on using a multiple regression. We have pulled out the biggest predictors of an individual's salary that were statistically significant. This analysis is based solely on the quality of the data received. It is important to note that these numbers should only be considered to be indicative. The sample used for the survey was not a random one, and the variable for base salary was quite coarse with only 11 possible values. But this data gives practicing project management professionals major indications of what actions to focus on in order to drive future earning potential.

## Summary

It is an exciting time to be a project management professional. The profession is highly compensated with salaries worldwide well above the average per capita salary. There is a marked career path both within project management and a side path into either management of project professionals or management of operations professionals. As you plan your career, there are three major predictors to salary; two you can control and one is more difficult to control. The most difficult predictor to control is geography. As discussed, living in North America has a major impact on salary. Within North America, living in the Mid-Atlantic states gives you the most positive impact. The other two predictors, which are definitely within one's control, are experience and certification. Both are tied specifically to training and this industry definitely has an open door policy to providing training based on results.

Finally, a predictor totally out of one's control is gender. There is no logical reason for this finding, and since it goes beyond this survey to both the Business Analyst and Agile survey, it looks like change will only happen when forced with legislation and regulation.

Thank you for taking the time to read this report and feel free to contact David Mantica at [dmantica@aspeinc.com](mailto:dmantica@aspeinc.com) with any specific questions or comments.