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## Participate in the 2009 Project Management Survey and save more than 75% off the new report!

TO: Architecture, Engineering, Planning & Environmental Firm Project Managers  
 FROM: Rachel Ward-Sullivan, Editor & Survey Coordinator, ZweigWhite Management Surveys  
 DATE: April 2009  
 RE: 2009 Project Management Survey of Architecture, Engineering, Planning & Environmental Consulting Firms

Project management is the foundation for a firm's success. And as a project manager, no one knows the trials and tribulations of project management better than you. That's why we'd like to invite you to participate in ZweigWhite's 2009 Project Management Survey of Architecture, Engineering, Planning & Environmental Consulting Firms—the only source of information on A/E firm project team organization, administration, project manager training, compensation, and responsibilities. This report will give you the answers you need to make sure you stand out from your competition.

By completing the enclosed survey questionnaire, you'll be entitled to a **FREE copy of the executive summary**, as well as a **\$45 copy of the full results**— a \$195 value! You'll also be helping your firm better understand how to train, manage, and lead project managers like yourself. The deadline for participation is June 12, 2009. You're also invited to **complete the questionnaire online**, at [www.zweigwhite.com/go/survey](http://www.zweigwhite.com/go/survey).

**NEW this year:** The 2009 Project Management Survey will be distributed as an electronic report (PDF), providing some great benefits to you. When you order the survey, you'll receive the license to share it with your entire firm. The report will also contain color charts and be completely searchable, so you can easily find the data you need. Plus, distributing the survey electronically allows us to reduce the price significantly (previous editions cost \$95 for participants and \$445 for non-participants).

### Here are some of the questions that the 2009 Project Management Survey will answer:

- ⇒ What types of training are firms providing to their project managers?
- ⇒ What types of certifications do project managers have?
- ⇒ What are firms' biggest training needs?
- ⇒ How much are project managers earning in base salary, bonuses, overtime pay, and sales commissions?
- ⇒ What are project managers' responsibilities when it comes to marketing and business development tasks?

**Who is ZweigWhite?** We exist to help leaders in the architecture, engineering, and environmental consulting industries achieve their business and personal goals. We publish more than 20 management surveys for firms like yours, as well as *The Zweig Letter*, the only weekly management newsletter for the industry.

**Strict confidentiality:** Rest assured that your answers to these important and sensitive questions will remain confidential. You'll notice there is no place to enter your name on the questionnaire. All questionnaires and order forms are separated in our mail room before data entry begins.

**Directions:** Here's how to participate and receive your specially discounted report:

1. **Complete the questionnaire.** Any project manager, in any firm, may participate. The survey questions are easy and should take you less than 30 minutes to complete. Please do not put your name on the questionnaire.
2. **Fill out the order form.** If you'd like to receive your free copy of the executive summary, or the full results for the participants' price of \$45, you must complete the information on the order flap and return it with your completed questionnaire. The results will be e-mailed in July 2009. Payment must be received before the results are e-mailed in order to take advantage of this special offer.
3. **Return your completed questionnaire (and optional order form) by June 12, 2009** to ZweigWhite, 321 Commonwealth Road, Suite 101, Wayland, MA 01778.

**Questions?** Please call me, Rachel Ward-Sullivan, at (800) 466-6275 x262 or e-mail me at [rwardsullivan@zweigwhite.com](mailto:rwardsullivan@zweigwhite.com) if you have any questions or would like more information.

You'll want to see this new report, so complete your questionnaire now! **The deadline is June 12th.**

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Wayland, MA  
 Chicago, IL  
 Washington, DC

# 2009 Project Management Survey

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of Architecture,  
Engineering, Planning &  
Environmental Consulting Firms

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**Confidential Questionnaire:** Must be completed and returned by June 12, 2009.

**Stop!** Are you a project manager in one of the following types of firms: architecture, engineering, planning, environmental consulting, interior design, land surveying, landscape architecture, construction management, or design/build?

- Yes.** Please turn the page. Answer the questions that are relevant to your firm.
- No.** Please ask the appropriate person in your firm to complete this questionnaire.

You'll receive a complimentary executive summary of the survey results just by completing this questionnaire! See the order form at the end of the questionnaire for more information.

Complete this questionnaire online! Go to [www.zweigwhite.com/go/survey](http://www.zweigwhite.com/go/survey).



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## Please read before beginning

ZweigWhite is conducting a comprehensive and unique study of project management practices in A/E/P and environmental consulting firms. This is a confidential survey. Do not put your name on the questionnaire. **While the results will be published in summary form, no one will be able to identify you or your firm as a participant.**

The questions are not difficult; it should take less than 30 minutes to complete the questionnaire. If you need assistance with any of the questions, or would like more information, contact Rachel Ward-Sullivan at (800) 466-6275 x262 or [rwardsullivan@zweigwhite.com](mailto:rwardsullivan@zweigwhite.com).

To receive your complimentary executive summary of the survey results, you must also return the enclosed order form. It is attached to the last page of your questionnaire— if you misplace it, please call.

Return your completed questionnaire by June 12, 2009 to:

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## Firm Background

- Which of the following best describes your firm overall? *(check one)*
  - Architecture or Interiors <sup>A</sup>
  - A/E *(primarily architecture)* <sup>B</sup>
  - Single-discipline Engineering <sup>C</sup>
  - Multidiscipline Engineering *(two or more disciplines, but not full-service)* <sup>D</sup>
  - Full-service Engineering or E/A *(civil, structural, mechanical, & electrical; other services may include architecture, etc.)* <sup>E</sup>
  - Design/Build *(more than 50% of revenue from design/build services)* <sup>F</sup>
  - Environmental Consulting *(engineering and/or science; enviro. focus)* <sup>G</sup>
  - Other \_\_\_\_\_ <sup>H</sup>
- In what state is your firm headquartered? \_\_\_\_\_
- In what state is your office located? \_\_\_\_\_
- Approximately how many people are employed by your firm overall? *(full-time equivalent (FTE) in all offices, include owners who work in the firm)* \_\_\_\_\_
- Which of the following staff size categories does your firm fall into?
 

<input type="checkbox"/> 1 - 24 <sup>A</sup>	<input type="checkbox"/> 100 - 249 <sup>D</sup>
<input type="checkbox"/> 25 - 49 <sup>B</sup>	<input type="checkbox"/> 250 - 499 <sup>E</sup>
<input type="checkbox"/> 50 - 99 <sup>C</sup>	<input type="checkbox"/> 500 + <sup>F</sup>
- Which of the following best describes your firm's growth or decline in revenue and staff over the past three years? *(check one)*
  - Fast growth *(average annual growth of 20% or more)* <sup>A</sup>
  - Slow growth *(average annual growth of 1% - 19%)* <sup>B</sup>
  - Stable *(unchanged for three years)* <sup>C</sup>
  - Slow decline *(average annual decline of 1% - 9%)* <sup>D</sup>
  - Fast decline *(average annual decline of 10% or more)* <sup>E</sup>
- Which of the following best describes your firm's annual net pre-tax, pre-bonus profit over the past three years? *(check one)*
  - Very high profit *(15.0% or more)* <sup>A</sup>
  - High profit *(10.0% - 14.9%)* <sup>B</sup>
  - Average profit *(5.0% - 9.9%)* <sup>C</sup>
  - Low profit/loss *(4.9% or less)* <sup>D</sup>

## Project Team Organization

- How does your firm assemble teams for projects? *(check one)*
  - Matrix *(PMs reside outside depts./teams; each project has a unique team)* <sup>A</sup>
  - Standing team/studio *(permanently assigned project teams/studio)* <sup>B</sup>
  - Hybrid *(PMs reside in discipline departments; the lead discipline is where the PM comes from; there is a unique team for each project)* <sup>C</sup>
  - Other \_\_\_\_\_ <sup>D</sup>

9. Do you have any permanently assigned staff, or is staff pulled together for each project? (check one)
- Permanently assigned <sup>A</sup>
  - Different for each project (skip to #11) <sup>B</sup>
  - Some permanent, some assigned on a per-project basis <sup>C</sup>
10. If you have any permanently assigned staff, how many people report directly to you? \_\_\_\_\_
11. If you don't have permanently assigned staff, do you personally select the staff for your projects? (check one)
- Yes, for every project <sup>A</sup>
  - Yes, for some projects (when? \_\_\_\_\_) <sup>B</sup>
  - No, I don't select staff for projects <sup>C</sup>
12. Do you conduct performance reviews of team members following the close of a project?
- Yes, for all projects <sup>A</sup>
  - Yes, for specific projects only <sup>B</sup>
  - No, I don't conduct reviews for my team <sup>C</sup>
13. Do you, as a project manager, have any hiring/firing power?
- Yes, I have absolute hiring/firing power <sup>A</sup>
  - Yes, I have influence over hiring and firing <sup>B</sup>
  - Other \_\_\_\_\_ <sup>C</sup>
  - No, I do not have any hiring/firing power <sup>D</sup>
14. In general, do you feel your projects are sufficiently staffed? Why or why not?
- Yes, because \_\_\_\_\_ <sup>A</sup>
  - No, because \_\_\_\_\_ <sup>B</sup>
15. Can all team members (including drafters, word processors, etc.) see...
- |   | Always                                | Sometimes                             | Rarely                                | Never                                 |
|---|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| ■ The <i>complete scope of services</i> for projects they're involved in?         | <input type="checkbox"/> <sup>A</sup> | <input type="checkbox"/> <sup>B</sup> | <input type="checkbox"/> <sup>C</sup> | <input type="checkbox"/> <sup>D</sup> |
| ■ Their <i>portion of the scope of services</i> for projects they're involved in? | <input type="checkbox"/> <sup>A</sup> | <input type="checkbox"/> <sup>B</sup> | <input type="checkbox"/> <sup>C</sup> | <input type="checkbox"/> <sup>D</sup> |
| ■ Their <i>portion of the project budget</i> for projects they're involved in?    | <input type="checkbox"/> <sup>A</sup> | <input type="checkbox"/> <sup>B</sup> | <input type="checkbox"/> <sup>C</sup> | <input type="checkbox"/> <sup>D</sup> |
16. Which of the following *external* factors have the most impact on your projects? (check all that apply)
- Project owner/client-requested changes <sup>A</sup>
  - Regulatory changes <sup>B</sup>
  - Unforeseen conditions <sup>C</sup>
  - Technical changes <sup>D</sup>
  - Contractor delays <sup>E</sup>
  - Subconsultant delays <sup>F</sup>
  - Procurement delays <sup>G</sup>
  - Inadequate understanding of project owner/client expectations or responsibilities <sup>H</sup>
  - Other \_\_\_\_\_ <sup>I</sup>
17. Which of the following *internal* factors have the most impact on your projects? (check all that apply)
- Communication breakdowns <sup>A</sup>
  - Inexperienced professional/technical staff <sup>B</sup>
  - Unclear/incorrect scope <sup>C</sup>
  - Inadequate fee for work required <sup>D</sup>
  - Unrealistic deadlines or schedules <sup>E</sup>
  - No time allotted for QA/QC <sup>F</sup>
  - Uncooperative team members <sup>G</sup>
  - No internal accountability <sup>H</sup>
  - Team does not report hours in a timely fashion <sup>I</sup>
  - Lack of support from firm management <sup>J</sup>
  - Lack of authority <sup>K</sup>
  - Other \_\_\_\_\_ <sup>L</sup>
18. Which of the following does your firm take into account or include when creating a project budget? (check all that apply)
- Team members' direct salaries/billing rates <sup>A</sup>
  - Work breakdown structure (a breakdown of every task for the project) <sup>B</sup>
  - Allocation of time specifically for project management <sup>C</sup>
  - Estimation of labor hours for each task <sup>D</sup>
  - Calculation of direct labor costs <sup>E</sup>
  - Cost of subconsultants <sup>F</sup>
  - Estimation of reimbursable expenses <sup>G</sup>
  - Contingency allowance for unexpected costs/delays, etc. <sup>H</sup>
  - Profit as a percentage of the total budget <sup>I</sup>
  - Other \_\_\_\_\_ <sup>J</sup>

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## Training

19. Does your firm provide any project management training? (check all that apply)
- Yes, voluntary training <sup>A</sup>
  - No (skip to #23) <sup>C</sup>
  - Yes, mandatory training <sup>B</sup>

20. Did your firm provide you with any PM training prior to being promoted to the PM role?
- Yes <sup>A</sup>                       N/A (was a PM with previous firm) <sup>C</sup>  
 No <sup>B</sup>
21. How does your firm provide PM training? (check all that apply)
- On-the-job training <sup>A</sup>             Professional courses/school <sup>E</sup>  
 Audio/video tapes <sup>B</sup>             Seminars/conferences <sup>F</sup>  
 Webinars/online courses <sup>C</sup>     Reading materials (self-study) <sup>G</sup>  
 In-house meetings/lectures <sup>D</sup>  Other \_\_\_\_\_ <sup>H</sup>
22. What firm-specific PM training does your firm provide project managers? (check all that apply)
- Preparation of project budgets <sup>A</sup>  
 Preparation of fee estimates <sup>B</sup>  
 Preparation of project schedules <sup>C</sup>  
 Methods of processing a project <sup>D</sup>  
 Reporting structure (PIC, PM, team) <sup>E</sup>  
 Who in the firm has contracting authority <sup>F</sup>  
 How to open a job number <sup>G</sup>  
 Policies on charging time to projects <sup>H</sup>  
 Contract forms— which forms are routinely used and when <sup>I</sup>  
 Invoicing procedures <sup>J</sup>  
 Project filing procedures <sup>K</sup>  
 Project close-out procedures <sup>L</sup>  
 Other \_\_\_\_\_ <sup>M</sup>
23. What do you think are your firm's biggest training needs for project managers? (check all that apply)
- Financial management/budgeting <sup>A</sup>  
 Project management <sup>B</sup>  
 Project management software <sup>C</sup>  
 Leadership/personnel management <sup>D</sup>  
 Time management/scheduling <sup>E</sup>  
 Communications skills <sup>F</sup>  
 Client relations <sup>G</sup>  
 Marketing/business development <sup>H</sup>  
 Negotiations skills <sup>I</sup>  
 Project scoping <sup>J</sup>  
 Other \_\_\_\_\_ <sup>K</sup>
24. Have you ever used a project web site? (a central, web-based work space to store, share, and/or edit project information)
- Yes <sup>A</sup>                       No (skip to #29) <sup>B</sup>
25. In general, do you think project web sites are useful?
- Yes <sup>A</sup>                       No (skip to #27) <sup>B</sup>
26. If yes, why are project web sites useful? (check all that apply)
- Provide access to edit design documents <sup>A</sup>  
 Information is organized in one place <sup>B</sup>  
 Improve communication between project team members <sup>C</sup>  
 Improve communication with clients <sup>D</sup>  
 Other \_\_\_\_\_ <sup>E</sup>
27. If no, why are project web sites not useful? (check all that apply)
- No one uses them <sup>A</sup>  
 They are too expensive to set up/maintain <sup>B</sup>  
 Take too much time and effort to set up <sup>C</sup>  
 Other \_\_\_\_\_ <sup>D</sup>
28. Overall, how effective do you think project web sites are as a project management tool? (check one)
- Extremely effective <sup>A</sup>             Not very effective <sup>C</sup>  
 Somewhat effective <sup>B</sup>         Not effective at all <sup>D</sup>

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## Background & Work Habits

29. How old are you? \_\_\_\_\_
30. Are you...?
- Male <sup>A</sup>                       Female <sup>B</sup>
31. Which of the following degrees have you earned? (check all that apply)
- Associate's degree <sup>A</sup>             Ph.D. <sup>E</sup>  
 4-yr. bachelor's degree <sup>B</sup>     Other \_\_\_\_\_ <sup>F</sup>  
 5-yr. professional degree <sup>C</sup>  No college-level degree <sup>G</sup>  
 Master's degree/MBA <sup>D</sup>
32. Are you a registered technical professional?
- Yes <sup>A</sup>                       No (skip to #34) <sup>B</sup>
33. If so, in what discipline(s)? (check all that apply)
- Engineering (P.E., E.I.T.) <sup>A</sup>     Landscape architecture <sup>E</sup>  
 Architecture <sup>B</sup>                       Geology <sup>F</sup>  
 Planning <sup>C</sup>                         Interior design <sup>G</sup>  
 Land surveying <sup>D</sup>                 Other \_\_\_\_\_ <sup>H</sup>

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## Project Web Sites

24. Have you ever used a project web site? (a central, web-based work space to store, share, and/or edit project information)
- Yes <sup>A</sup>                       No (skip to #29) <sup>B</sup>
25. In general, do you think project web sites are useful?
- Yes <sup>A</sup>                       No (skip to #27) <sup>B</sup>

## 34. Do you hold any project management-specific certifications?

(separate from professional registration and academic degrees; check all that apply)

- Project Management Professional (PMP) <sup>A</sup>
- Certified Associate in Project Management (CAPM) <sup>B</sup>
- Master Project Manager <sup>C</sup>
- Certified International Project Manager <sup>D</sup>
- Master's Certificate in Project Management <sup>E</sup>
- IPMA (Levels of certification: IPMA-A, IPMA-B, IPMA-C, and IPMA-D) <sup>F</sup>
- Other \_\_\_\_\_ <sup>G</sup>
- None <sup>H</sup>

35. How long have you been with this firm? \_\_\_\_\_ years

36. How long have you been a PM in this firm? \_\_\_\_\_ years

37. How many total years of experience do you have in the design and environmental consulting industry? (include years with your current firm and with any previous design or environmental firms; check one)

- 0 - 9 years <sup>A</sup>                       20 - 29 years <sup>D</sup>
- 10 - 14 years <sup>B</sup>                       30 years or more <sup>E</sup>
- 15 - 19 years <sup>C</sup>

38. Are you an owner in your firm? If so, what percentage of your firm's outstanding stock do you own? (not including ESOP ownership)

- Yes \_\_\_\_\_% <sup>A</sup>                       No <sup>B</sup>

39. How frequently are you reviewed? (check one)

- Annually <sup>A</sup>                               Monthly <sup>D</sup>
- Semi-annually <sup>B</sup>                       Other \_\_\_\_\_ <sup>E</sup>
- Quarterly <sup>C</sup>

40. To whom do you report? (check all that apply)

- Pres/CEO/managing partner <sup>A</sup>  Division manager <sup>D</sup>
- Other principal <sup>B</sup>                       Department manager <sup>E</sup>
- Executive committee <sup>C</sup>               Other \_\_\_\_\_ <sup>F</sup>

41. How many hours per week on average do you work?  
\_\_\_\_\_ hours/week

42. What percentage of your time is job-chargeable? \_\_\_\_\_%

43. How do you break down your work day? Please specify the percentage of your time spent in... (should total 100%)

- \_\_\_\_\_ % Project management
- \_\_\_\_\_ % Design or technical activities
- \_\_\_\_\_ % Marketing/business development
- \_\_\_\_\_ % Firm/office management
- \_\_\_\_\_ % Other \_\_\_\_\_

44. What percentage of the time do you feel... (should total 100%)

- \_\_\_\_\_ % Underworked      \_\_\_\_\_ % Comfortable with your workload
- \_\_\_\_\_ % Overworked

## Responsibilities

45. Is your role as PM a full-time assignment? If not, what is your job/title for the remainder of your time?

- Yes <sup>A</sup>
- No \_\_\_\_\_ <sup>B</sup>

46. Do you participate in writing or designing the project scope?

- Always <sup>A</sup>                               Rarely <sup>C</sup>
- Sometimes <sup>B</sup>                               Never <sup>D</sup>

47. Are you responsible for...

- |  | Always                                | Sometimes                             | Rarely                                | Never                                 |
|--|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| <input type="checkbox"/> Establishing project schedules? | <input type="checkbox"/> <sup>A</sup> | <input type="checkbox"/> <sup>B</sup> | <input type="checkbox"/> <sup>C</sup> | <input type="checkbox"/> <sup>D</sup> |
| <input type="checkbox"/> Establishing project budgets?   | <input type="checkbox"/> <sup>A</sup> | <input type="checkbox"/> <sup>B</sup> | <input type="checkbox"/> <sup>C</sup> | <input type="checkbox"/> <sup>D</sup> |

48. Do you face any direct ramifications for not...

- |   | Always                                | Sometimes                             | Rarely                                | Never                                 |
|---|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| <input type="checkbox"/> Meeting project schedules?         | <input type="checkbox"/> <sup>A</sup> | <input type="checkbox"/> <sup>B</sup> | <input type="checkbox"/> <sup>C</sup> | <input type="checkbox"/> <sup>D</sup> |
| <input type="checkbox"/> Staying within the project budget? | <input type="checkbox"/> <sup>A</sup> | <input type="checkbox"/> <sup>B</sup> | <input type="checkbox"/> <sup>C</sup> | <input type="checkbox"/> <sup>D</sup> |

49. If so, what are these ramifications? (check all that apply)

- Salary/bonus adjustment <sup>A</sup>
- Affects performance review <sup>B</sup>
- Discussion/explanation of overruns <sup>C</sup>
- Verbal or written reprimand <sup>D</sup>
- Demotion or termination <sup>E</sup>
- Complete project without compensation <sup>F</sup>
- Other \_\_\_\_\_ <sup>G</sup>

50. Approximately what percentage of the time do you finish projects... (should total 100%)

- \_\_\_\_\_ % Early                      \_\_\_\_\_ % On time                      \_\_\_\_\_ % Late

51. Approximately what percentage of the time do you finish projects... (should total 100%)

- \_\_\_\_\_ % Under budget              \_\_\_\_\_ % On budget              \_\_\_\_\_ % Over budget

52. Are you required to update project financial data (including time sheets, expense reports, and expense projections) on a regular basis? If so, how often? (check one)
- Daily <sup>A</sup>                       Monthly <sup>D</sup>  
 Weekly <sup>B</sup>                       Other \_\_\_\_\_ <sup>E</sup>  
 Every two weeks <sup>C</sup>             No required regular updates <sup>F</sup>
53. What is your standard hourly billing rate? \$ \_\_\_\_\_
54. How many projects are you currently managing? \_\_\_\_\_
55. In 2008, approximately what was the *smallest* fee for a project you managed? \$ \_\_\_\_\_ (total project fee)
56. In 2008, approximately what was the *largest* fee for a project you managed? \$ \_\_\_\_\_ (total project fee)
57. Are you responsible for collecting fees?
- Always <sup>A</sup>                       Rarely <sup>C</sup>  
 Sometimes <sup>B</sup>                 Never <sup>D</sup>
58. If not, who is responsible? (check all that apply)
- Pres/CEO/managing partner <sup>A</sup>  Other accounting person <sup>D</sup>  
 Principal-in-charge (PIC) <sup>B</sup>  Other \_\_\_\_\_ <sup>E</sup>  
 CFO <sup>C</sup>
59. Do you feel your *compensation* accurately reflects your level of responsibility? Please explain.
- Yes, because \_\_\_\_\_  
 \_\_\_\_\_ <sup>A</sup>  
 No, because \_\_\_\_\_  
 \_\_\_\_\_ <sup>B</sup>
60. Do you feel your *level of authority* accurately reflects your level of responsibility? Please explain.
- Yes, because \_\_\_\_\_  
 \_\_\_\_\_ <sup>A</sup>  
 No, because \_\_\_\_\_  
 \_\_\_\_\_ <sup>B</sup>
61. Are you responsible for pursuing additional services beyond the initial project scope?
- Always <sup>A</sup>                       Rarely <sup>C</sup>  
 Sometimes <sup>B</sup>                 Never <sup>D</sup>
62. Does your firm track sales by PM?
- Yes <sup>A</sup>                               No (skip to #65) <sup>B</sup>
63. If so, do you have an annual sales goal you have to hit?
- Yes, \$ \_\_\_\_\_/year <sup>A</sup>  No <sup>B</sup>
64. What types of business development training does your firm provide to project managers? (check all that apply)
- Customer service/sales calls <sup>A</sup>  
 Client relations <sup>B</sup>  
 Writing (letters, memos, reports, specifications) <sup>C</sup>  
 Listening and note-taking <sup>D</sup>  
 Oral presentations <sup>E</sup>  
 Communication <sup>F</sup>  
 Other \_\_\_\_\_ <sup>G</sup>  
 None <sup>H</sup>
65. Have any of the following been helpful to you when it comes to maintaining ongoing relationships with current and past clients? (check all that apply)
- Providing client feedback survey <sup>A</sup>  
 Sending gift cards/thank-you notes <sup>B</sup>  
 Asking for letters of recommendation/testimonials <sup>C</sup>  
 Discussing future leads <sup>D</sup>  
 Inviting to open houses/client-oriented events <sup>E</sup>  
 Other \_\_\_\_\_ <sup>F</sup>  
 None of the above/don't follow up with past clients <sup>G</sup>
66. Do you have contracting authority? (the ability to commit your firm to certain services at a certain price)
- Yes, limited <sup>A</sup>                       No (skip to #69) <sup>C</sup>  
 Yes, unlimited (skip to #69) <sup>B</sup>
67. If limited, what is the maximum amount to which you can commit your firm? \$ \_\_\_\_\_


## Business Development

61. What is your involvement in marketing and business development? (check all that apply)
- Bus. devt/sales (cold calls) <sup>A</sup>     Project interviews <sup>F</sup>  
 Bus. devt/sales (warm leads) <sup>B</sup>  Teaming arrangements <sup>G</sup>  
 Proposal preparation <sup>C</sup>             Promotion of completed projects <sup>H</sup>  
 Presentation development <sup>D</sup>       Other \_\_\_\_\_ <sup>I</sup>  
 Conducting presentations <sup>E</sup>       N/A (no involvement in marketing) <sup>J</sup>

## Compensation & Perks

69. What is your current annual base salary? \$ \_\_\_\_\_
70. Did you receive a bonus in 2008 (excluding commissions)? If so, how much?
- Yes \$ \_\_\_\_\_ <sup>A</sup>  No <sup>B</sup>

71. Are you entitled to overtime pay for hours worked over 40? If so, how much overtime pay did you receive in 2008?  
 Yes \$ \_\_\_\_\_ A  No B
72. Did you receive any sales commissions in 2008? If so, how much?  
 Yes \$ \_\_\_\_\_ A  No B
73. How many days of vacation are you allowed per year?  
 \_\_\_\_\_ days/year
74. How many days of vacation did you take in 2008? \_\_\_\_\_ days
75. Do you have a company vehicle?  
 Yes (skip to #77) A  No B
76. If you do *not* have a company vehicle, do you receive an auto allowance? (to be used for a car purchase or lease, auto insurance, gas, maintenance, etc.; if so, please specify amount per month, NOT per mile)  
 Yes \$ \_\_\_\_\_ /month A  No B
77. Do you belong to any professional associations? How many?  
 Yes, \_\_\_\_\_ associations A  No (skip to #79) B
78. If so, how many of these does your firm pay for? \_\_\_\_\_
79. Does your firm pay any PM certification costs? (check all that apply)  
 Preparatory classes A  Other \_\_\_\_\_ D  
 Exam fees B  No E  
 Paid leave for taking exams C
80. Does your firm pay any PM certification fees? (check all that apply; fill in blank if appropriate; note: this is separate from professional registration)  
 Yes, an unlimited number of certifications A  
 Yes, up to \_\_\_\_\_ certifications per employee B  
 Yes, other \_\_\_\_\_ C  
 No D
82. What is your biggest complaint as a project manager? (check all that apply)  
 Inexperienced staff A  
 Didn't receive adequate training to be a PM B  
 Regulatory issues C  
 Clients' needs D  
 Other \_\_\_\_\_ E
83. What is the most important thing your firm could do to improve project management? (check all that apply)  
 Hire more experienced staff A  
 Have clearly defined expectations B  
 Provide more technical training C  
 Provide more leadership training D  
 Assign more administrative staff to projects E  
 Provide better technology F  
 Other \_\_\_\_\_ G

 **THANK YOU!** Please return your completed questionnaire and optional order form by June 12, 2009, to ZweigWhite, 321 Commonwealth Road, Suite 101, Wayland, MA 01778. Note: the order form is required if you would like to receive your complimentary executive summary.

Do you have any comments or suggestions that would help us improve the questionnaire? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## Opinions

81. What is your biggest challenge as a project manager? (check all that apply)  
 Managing my time A  
 Staying within the budget B  
 Managing team members C  
 Managing clients' expectations D  
 Other \_\_\_\_\_ E

## 2009 Project Management Survey of A/E/P & Environmental Consulting Firms

**TO ORDER:** To receive your complimentary copy of the executive summary, or the survey results at the participants' discount price, complete and return this form, along with a completed questionnaire. This offer expires June 12, 2009. **If you mark the second choice below, your order must be paid before the results are e-mailed (July 2009).**

- YES**, I have enclosed my completed questionnaire and would like to receive the free executive summary! *(available only to survey participants)*
- YES**, I have enclosed my completed questionnaire and would like to receive the full survey results at the pre-publication price for participants— **\$45** (a \$195 value).
- NO**, I did not complete the questionnaire, but would still like to receive the full survey results at the price for non-participants— **\$195**.

**Please total your order:**

2009 Project Management Survey— \$0 executive summary; \$45 full results for participants; \$195 full results for non-participants	\$
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**Hard data on how project management really works in A/E firms**

This comprehensive collection of statistics on project management will give you an inside, in-depth look at your peers' project management practices and gain valuable insight from project managers in architecture, engineering, and environmental consulting firms like yours.

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**PAYMENT METHOD (not required for the executive summary):**

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**CONTACT INFORMATION:**

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CITY _____	STATE _____ ZIP _____
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