



# Earning Power

**Project Management Salary Survey Hungary 2022**

# Project Management Salary Survey Hungary 2022

2<sup>nd</sup> Edition



Project Management Institute Budapest  
[www.pmi.hu](http://www.pmi.hu)

and



Corvinus University of Budapest  
[www.uni-corvinus.hu](http://www.uni-corvinus.hu)

## Summary of the Project Management Salary Survey Hungary 2020-2022

- It was and is worth being a project manager, both in the past and even now, and this was reinforced by the studies carried out by the PMI Budapest, Hungarian Chapter and the Corvinus University of Budapest.
- The current Salary Survey Hungary is the second research conducted on this topic. The first took place in 2020, between January and August, and the second between April 2021 and August 2022.
- The research focused on those allowances that project managers receive based on their position, experience, education, certification, industry, and other categories.
- Besides project managers, we were also interested in the allowances of the PMO directors, portfolio and program managers, and project management consultants/specialists as well.
- The gross median salary of these positions has increased by 6.1% from 2019 to 2021 since in 2019 was 12,000,000 HUF (with an average of 12,411,293 HUF), while in 2021, the median was 12,732,000 (with an average of 13,285,841, which is a 7% increase).
- The gross total compensation was increased by a bit more, by 10%, from an annual 12,740,000 HUF (with an average of 13,837,465 HUF) to 14,111,736 HUF (with an average of 14,831,721 HUF as a 7% increase).
- The ratio of the leading employee benefits haven't changed to a great extent, the majority receive cell phones (83% in 2019, 80% in 2022), one third company car (31% in 2019, 32% in 2022), and paid life insurance (25% in 2019, 18% in 2022) is also popular.
- The biggest impact on the salary of the factors which were asked – besides the position and the experience – was and still is derived from the existence of the PMP certification, but the impact of education and industry were also remarkable.
- The respondents (project managers, PMO directors, portfolio and program managers, and project management specialists/consultants) were rather quite pessimistic in 2020 about their future since only 57% expect their salaries to be raised despite that, in 2019, 63% received a higher salary than in the previous year. However, in 2021, 73% of the project managers brought home more than in the previous year, and now 72% of them expect their salaries to be raised.

## Characteristics of the research

The researchers adopted the methodology of the 2020 research and in this way following the methodology of the Earning Power – Project Management Salary Survey Eleventh Edition. This is described on the 5<sup>th</sup> page, Appendix B, and Appendix C of the aforementioned survey. The reason was to create a base for comparison. The most important features of the survey thus are as follows:

- The basic currency of the survey is the local currency (in this case, HUF, rounded to whole number), except for the summarizing data on page 10, where it is USD.
- Salary data are presented in the report only if at least 10 individuals provided information for a given response choice. That means no information (denoted by “–” in the tables) is shown in this report unless there are at least 10 respondents for a given education level, industry affiliation, company size, etc.
- Requiring such a minimum does ensure respondent anonymity and provides a greater level of reliability in the data. Sample sizes are reported in all tables by using the symbol “N”. Percentages less than 0.5% are noted by the symbol “\*”.
- Salary data are presented for the 25th percentile, 50th percentile (median), 75th percentile, and mean.

At the same time, the researchers adopted the questionnaire of the aforementioned survey which is found in Project Management Salary Survey Eleventh Edition Appendix B. However, the researchers have implemented 10 changes due to the characteristics of the sample, date and Hungary. These are as follows:

- Data and analysis related to the vacation days are left out, since the number of them is regulated by law, and is non-negotiable.
- The first two positive salary categories for questions 26 and 27 were merged due to the feedback of the previous survey.
- Respondents had to give gross annual salary in the questionnaire (in question 22), however, the typical time unit of the salary in the analyzed country is a month, and could be expressed in terms of the net, not in the gross. Based on this, we added monthly net salary as a checking question. Thus, if the net salary was not in accordance with the gross salary (for example net is more), or the salary was referring to a month, not a year, then researchers implemented corrections. The value is defined by expert judgement, considering the minimum wage of the country, and the average salary data published by the Hungarian Central Statistical Office. There were 17 corrections done by researchers due to this.
- Those working hours – both required and actual – which were given in days/months/years were transformed into weekly data (question 32).
- Salaries which are received in EUR – but paid by local firms – are exchanged for HUF by the mean exchange rate defined by the Hungarian National Bank on 04.14.2022, which is 376 HUF/EUR. We adopted the date from the last, twelfth edition, i.e. we defined the exchange rate based on the date of the survey, not the end of the year.
- Those, who did not define the currency of the salary or defined it as HUF, but earned less than 150.000 annually, were considered to get that in EUR, and those, who earn more, were considered to get in HUF.
- If the respondent’s free text answer for the industry operating at or the functional area reporting to is not in accordance with the category he/she mentioned later, we modified the category (questions 14, 15 and 16). Altogether 13 changes were made.
- If the respondent gave an interval for the team size and had a match with more than 1 category, then we considered his/her response as belonging to the category with the bigger overlap. If there was a match with more than two categories, we considered the answer as missing data.
- For those, who haven’t given value to the bonus, we considered their answers as 0 (in question 21).
- Data which have inconsistencies were excluded (see next chapter).

Summarizing statistics are expressed in USD. The exchange rate is the mean exchange rate defined by the Hungarian National Bank on 04.14.2022, which is 345 HUF/USD.

## Characteristics of the data collection and the sample

The researchers adopted the PMI questionnaire, and it was redone in an online questionnaire editor which can be monitored accurately enough. The link to the redone questionnaire was sent to those PMI members or those project managers who have been in connection with the PMI Hungarian Chapter. The questionnaire was first published on 03.08.2022 and was open until 05.31.2022. Altogether 363 answers were received, which is a 7.3% response rate, and the researchers think this is good enough for forming conclusions. The final number of the analyzed sample after the data cleaning is 261 – sample error of +/- 6.1% at the 95% confidence level. The reasons for exclusion were as follows:

- Due to inappropriate filling:
  - There was no data given on salary (69 answers)
- Due to the PMI methodology – in accordance with Project Management Salary Survey Seventh Edition Appendix C:
  - Not full-time employee (7 answers):
    - Marked themselves as any other than a full-time employee
  - Giving poor fit value to PM position (8 answers)
  - Those who were not working in Hungary (4 answers). Although those, where there was no country given/or the country was not Hungary, but the city was Hungarian and the salary was in HUF, were not excluded.
  - Not working in PM position (14 answers).

## Modification in the questionnaire

In accordance with the coherency with the 2020 research, researchers adopted the Eleventh edition of the Salary Survey. This means the following analyses were not prepared:

- Significant Role on Agile Team or Work Primarily on Agile Initiatives (questions 18 and 19 in the Twelfth Edition of Salary Survey, Table )
- Perception of Being Paid Fairly (question 26 in the Twelfth Edition of Salary Survey)
- Organization Implemented Workforce Reductions Due to COVID-19 Pandemic (questions 35-38 in the Twelfth Edition of Salary Survey)
- Reductions in Compensation Elements Due to COVID-19 Pandemic (questions 35-38 in the Twelfth Edition of Salary Survey)

However, researchers added the following from the Eleventh edition (they were added to the end):

- Annualized Salary by Technique Experience
- Annualized Salary by Training Received over the Past 12 Months
- Annualized Salary by Type of Project
- Project Management Career Path within Organization
- Defined Set of Performance Skills for Project Managers within Organization

Researchers left out the following tables due to the lack of data:

- Project Management Career Path Connected to Roles in Upper Management

# Hungary

Total Compensation (in Hungarian Forints)					
COMPENSATION	N=	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Salary	261	10,000,000	12,732,000	15,980,000	13,285,841
Total Compensation	261	10,975,000	14,111,736	17,800,000	14,831,721

Reported/Expected Change in Total Compensation over Past/Next 12 Months					
PAST 12 MONTH	N=	PERCENT	NEXT 12 MONTH	N=	PERCENT
Decreased	4	2%	Decreased	4	2%
Remained the same	64	25%	Remained the same	69	26%
Increased less than 3%	16	6%	Increased less than 3%	15	6%
Increased 3% to 3.9%	19	7%	Increased 3% to 3.9%	15	6%
Increased 4% to 4.9%	18	7%	Increased 4% to 4.9%	14	5%
Increased 5% to 6.9%	31	12%	Increased 5% to 6.9%	51	20%
Increased 7% to 9.9%	30	11%	Increased 7% to 9.9%	33	13%
Increased 10% to 14.9%	29	11%	Increased 10% to 14.9%	32	12%
Increased 15% to 19.9%	17	7%	Increased 15% to 19.9%	12	5%
Increased 20% to 24.9%	11	4%	Increased 20% to 24.9%	6	2%
Increased 25% to 29.9%	9	3%	Increased 25% to 29.9%	2	1%
Increased 30% or greater	12	5%	Increased 30% or greater	5	2%

Annualized Salary by Position Description						
POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	23	9%	10,800,000	14,400,000	17,400,000	14,012,435
Portfolio Manager	10	4%	8,100,000	16,955,000	20,100,000	15,235,000
Program Manager	42	16%	12,150,000	15,300,000	18,150,000	15,507,812
Project Manager III	90	34%	10,800,000	13,200,000	15,790,000	13,804,339
Project Manager II	58	22%	9,153,498	11,200,500	13,800,000	11,672,626
Project Manager I	21	8%	7,106,216	9,600,000	12,000,000	9,700,044
Project Management Specialist	7	3%	–	–	–	–
Project Management Consultant	10	4%	8,938,799	11,100,000	14,475,000	11,410,000

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Annualized Salary by Years of Work Experience						
YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	2	1%	–	–	–	–
3 < 5 years	9	3%	–	–	–	–
5 < 10 years	30	11%	7,800,000	10,100,000	10,850,000	10,297,706
10 < 15 years	52	20%	9,600,000	12,100,000	15,450,000	12,560,062
15 < 20 years	61	23%	10,392,000	13,200,000	16,250,000	13,846,578
20 years or more	107	41%	11,500,000	13,800,000	16,800,000	14,383,541

**Annualized Salary by Years Worked in Project Management**

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 3 years	20	8%	6,502,858	8,811,996	9,575,000	9,068,671
3 < 5 years	34	13%	8,362,287	10,760,000	14,100,000	12,221,210
5 < 10 years	87	34%	10,000,000	11,500,000	14,000,000	12,563,723
10 < 15 years	64	25%	12,125,000	14,450,000	17,000,000	14,648,826
15 < 20 years	31	12%	12,600,000	15,000,000	17,110,000	14,603,450
20 years or more	23	9%	12,000,000	15,000,000	18,000,000	15,153,667

**Annualized Salary by Highest Formal Education Level Obtained**

EDUCATION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
High school degree	5	2%	–	–	–	–
Some college or Associate's degree	7	3%	–	–	–	–
4-year college degree	76	29%	10,110,000	12,003,000	15,690,000	12,711,601
Master's degree	153	59%	10,030,000	13,200,000	16,000,000	13,557,100
Doctoral degree	20	8%	10,912,500	15,300,000	19,671,000	15,318,840

**Annualized Salary by Degree in Project Management**

DEGREE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a degree in PM	68	26%	9,925,000	13,182,000	15,600,000	13,379,401
No degree in PM	193	74%	10,030,000	12,600,000	16,040,000	13,252,878

**Annualized Salary by PMP® Status**

STATUS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Have a PMP certification	138	53%	11,486,100	14,200,000	17,000,000	14,530,774
PMP for less than 1 year	6	4%	–	–	–	–
PMP for 1 < 5 years	66	48%	11,030,000	14,000,000	16,800,000	14,651,859
PMP for 5 < 10 years	41	30%	12,866,000	15,000,000	17,340,000	14,771,317
PMP for 10 < 20 year	25	18%	11,750,000	13,440,000	16,600,000	14,132,406
PMP for 20+ years	–	*	–	–	–	–
Do not have a PMP certification	123	47%	8,800,000	10,920,000	13,800,000	11,889,088

**Annualized Salary by Gender**

GENDER	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Male	196	75%	10,406,000	13,200,000	16,325,700	13,860,020
Female	65	25%	8,630,000	11,150,000	13,900,000	11,554,471



### Annualized Salary by Department

DEPARTMENT	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Administration/General Management	4	2%	–	–	–	–
Consulting	13	5%	9,120,000	15,720,000	21,000,000	16,396,923
Customer Service/Public Relations	6	2%	–	–	–	–
Engineering	28	11%	10,050,000	11,600,000	15,450,000	12,572,929
Finance	5	2%	–	–	–	–
Human Resources	1	*	–	–	–	–
Information Technology/Information Systems	106	41%	10,371,000	13,200,000	16,110,000	13,733,214
Operations/Manufacturing	7	3%	–	–	–	–
Project Management Department or PMO	53	20%	9,720,000	13,000,000	16,500,000	13,035,607
Quality Management	3	1%	–	–	–	–
Research and Development	20	8%	10,630,000	12,200,000	14,886,000	13,160,188
Sales/Marketing	2	1%	–	–	–	–
Supply Chain Management/Logistics	1	*	–	–	–	–
Training/Education	2	1%	–	–	–	–
Other	9	3%	–	–	–	–

### Annualized Salary by Industry

INDUSTRY	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Aerospace	5	2%	–	–	–	–
Business services	–	*	–	–	–	–
Construction	6	2%	–	–	–	–
Consulting	8	3%	–	–	–	–
Engineering	31	12%	10,200,000	11,040,000	13,524,000	11,836,903
Financial services	22	8%	10,800,000	13,500,000	16,877,500	14,577,180
Food and beverage	2	1%	–	–	–	–
Government	10	4%	8,340,000	9,419,400	14,550,000	11,353,023
Healthcare	3	1%	–	–	–	–
Information technology	97	37%	10,080,000	13,200,000	15,860,000	13,426,490
Insurance	4	2%	–	–	–	–
Legal	–	*	–	–	–	–
Manufacturing	15	6%	9,480,000	12,006,000	13,200,000	11,830,467
Pharmaceuticals	11	4%	10,800,000	12,000,000	18,924,000	14,344,909
Real estates	–	*	–	–	–	–
Resources (Agriculture, Mining, etc.)	7	3%	–	–	–	–
Telecommunications	17	7%	11,650,000	14,500,000	16,650,000	14,507,902
Training/Education	4	2%	–	–	–	–
Utility	2	1%	–	–	–	–
Other	17	7%	8,610,000	11,444,400	18,163,876	13,759,907

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

EMPLOYEES	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 100	45	18%	9,900,000	13,000,000	15,600,000	13,976,133
100 to 299	48	19%	9,122,994	13,100,000	16,050,000	13,133,374
300 to 999	32	13%	8,958,600	11,500,000	14,730,000	12,153,888
1.000 to 2.499	30	12%	11,875,000	14,450,000	17,027,500	14,518,000
2.500 to 4.999	32	13%	10,613,000	13,082,000	15,960,000	13,394,697
5.000 to 9.999	20	8%	9,510,000	10,900,000	13,650,000	11,351,930
10.000 or more	47	19%	10,720,000	13,300,000	16,200,000	13,590,694

**Annualized Salary by Average Project Team Size**

TEAM SIZE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
1 to 4 people	21	10%	8,480,000	10,200,000	15,000,000	11,524,000
5 to 9 people	73	36%	8,780,000	12,000,000	15,000,000	12,467,689
10 to 14 people	44	22%	10,287,500	12,253,000	15,990,000	13,437,880
15 to 19 people	19	9%	10,600,000	12,200,000	19,000,000	13,701,453
20 or more people	45	22%	12,000,000	14,544,000	18,462,000	15,361,690

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

BUDGET	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than \$100,000	45	21%	6,950,000	8,760,000	11,920,500	9,669,655
\$100,000 to \$499,999	58	27%	10,629,500	12,225,000	16,020,000	13,748,177
\$500,000 to \$999,999	25	12%	11,000,000	13,800,000	15,840,000	14,110,560
\$1 million to \$10 million	62	29%	11,500,000	13,747,998	16,400,700	14,266,610
More than \$10 million	26	12%	10,775,000	14,100,000	16,250,000	13,808,182

**Equities Offered in Past Year by Position Description**

	STOCK OPTIONS		STOCK (I.E., SHARES)		NEITHER	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	8	3%	2	1%	239	96%
Director of Project Management Office (PMO)	-	*	-	*	21	100%
Portfolio Manager	-	*	2	20%	8	80%
Program Manager	1	2%	-	*	40	98%
Project Manager III	-	*	-	*	85	100%
Project Manager II	6	11%	-	*	51	89%
Project Manager I	-	*	-	*	19	100%
Project Management Specialist	-	*	-	*	6	100%
Project Management Consultant	1	10%	-	*	9	90%

**Employee Benefits Offered by Position Description**

	COMPANY CAR/ALLOWANCE		CELL PHONE USAGE		PAID LIFE INSURANCE	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	83	32%	206	80%	48	19%
Director of Project Management Office (PMO)	10	45%	17	77%	2	9%
Portfolio Manager	4	40%	10	100%	4	40%
Program Manager	16	39%	31	76%	8	20%
Project Manager III	28	31%	74	83%	18	20%
Project Manager II	16	29%	47	84%	11	20%
Project Manager I	5	24%	16	76%	4	19%
Project Management Specialist	3	43%	3	43%	-	*
Project Management Consultant	1	10%	8	80%	1	10%

**Employee Benefits Offered by Position Description (Cont'd)**

	HOUSING/ALLOWANCE		ON-SITE CHILD CARE	
	N=	PERCENT	N=	PERCENT
Total	2	1%	-	*
Director of Project Management Office (PMO)	-	*	-	*
Portfolio Manager	-	*	-	*
Program Manager	-	*	-	*
Project Manager III	1	1%	-	*
Project Manager II	-	*	-	*
Project Manager I	1	5%	-	*
Project Management Specialist	-	*	-	*
Project Management Consultant	-	*	-	*

**Pension Plans Offered by Position Description**

	DEFINED BENEFIT PLANS		DEFINED CONTRIBUTION PLANS		PLANS OTHER PENSION PLANS	
	N=	PERCENT	N=	PERCENT	N=	PERCENT
Total	8	3%	9	4%	18	7%
Director of Project Management Office (PMO)	1	5%	1	5%	1	5%
Portfolio Manager	-	*	-	*	1	10%
Program Manager	2	5%	1	3%	5	13%
Project Manager III	4	5%	4	5%	4	5%
Project Manager II	1	2%	-	*	3	6%
Project Manager I	-	*	2	10%	1	5%
Project Management Specialist	-	*	-	*	-	*
Project Management Consultant	-	*	1	10%	3	30%

### Mean Hours Worked by Position Description

	HOURS EXPECTED		ACTUAL HOURS WORKED	
	N=	MEAN	N=	MEAN
Total	254	40.05	254	42.61
Director of Project Management Office (PMO)	21	40.10	21	47.10
Portfolio Manager	10	40.00	10	41.00
Program Manager	42	40.06	42	43.90
Project Manager III	87	40.09	87	42.97
Project Manager II	57	40.00	57	42.28
Project Manager I	21	40.00	21	37.67
Project Management Specialist	6	40.00	6	43.17
Project Management Consultant	10	40.00	10	38.30

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

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	2	11%	–	–	–	–
Portfolio Manager	-	*	–	–	–	–
Program Manager	5	28%	–	–	–	–
Project Manager III	8	44%	–	–	–	–
Project Manager II	2	11%	–	–	–	–
Project Manager I	-	*	–	–	–	–
Project Management Specialist	-	*	–	–	–	–
Project Management Consultant	1	6%	–	–	–	–

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

POSITION	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Director of Project Management Office (PMO)	21	9%	10,980,000	14,400,000	17,200,000	13,998,381
Portfolio Manager	10	4%	8,100,000	16,955,000	20,100,000	15,235,000
Program Manager	37	15%	12,000,000	14,500,000	16,900,000	14,344,003
Project Manager III	82	34%	10,607,500	12,600,000	15,600,000	13,096,470
Project Manager II	56	23%	8,960,494	11,040,000	13,800,000	11,563,791
Project Manager I	21	9%	7,106,216	9,600,000	12,000,000	9,700,044
Project Management Specialist	7	3%	–	–	–	–
Project Management Consultant	9	4%	–	–	–	–

**Annualized Salary by Technique Experience**

YEARS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
<b>AGILE/ITERATIVE/INCREMENTAL PROJECT MANAGEMENT</b>						
None	76	31%	9,438,300	10,760,000	13,524,000	11,824,988
1 to 5 years	127	52%	10,000,000	13,200,000	16,200,000	13,599,022
6 years or more	39	16%	12,732,000	14,400,000	17,700,000	15,202,692
<b>EXTREME PROJECT MANAGEMENT</b>						
None	177	75%	9,600,000	12,200,000	15,539,999	12,920,485
1 to 5 years	49	21%	10,800,000	13,200,000	16,650,000	14,184,154
6 years or more	9	4%	-	-	-	-
<b>PROCESS-BASED PROJECT MANAGEMENT</b>						
None	72	31%	9,485,000	11,500,000	15,000,000	12,784,812
1 to 5 years	85	36%	9,750,000	11,500,000	14,450,000	12,489,752
6 years or more	76	33%	12,000,000	14,400,000	16,950,000	14,497,480
<b>EVENT CHAIN PROJECT MANAGEMENT</b>						
None	147	65%	9,840,000	12,600,000	16,080,000	13,370,856
1 to 5 years	46	20%	9,870,000	12,000,000	14,775,000	12,499,578
6 years or more	33	15%	10,805,000	13,800,000	15,980,000	13,713,438
<b>PROJECT PORTFOLIO MANAGEMENT</b>						
None	120	51%	8,954,099	11,095,000	14,400,000	11,925,163
1 to 5 years	92	39%	11,000,000	14,200,000	17,625,000	14,675,761
6 years or more	25	11%	13,000,000	14,400,000	18,100,000	15,014,173
<b>PROGRAM MANAGEMENT</b>						
None	105	44%	8,760,000	10,800,000	13,800,000	11,823,139
1 to 5 years	95	40%	11,400,000	14,000,000	17,000,000	14,513,852
6 years or more	37	16%	13,000,000	14,400,000	17,800,000	14,429,685
<b>EARNED VALUE MANAGEMENT</b>						
None	185	80%	10,000,000	12,600,000	15,840,000	13,145,301
1 to 5 years	30	13%	9,862,500	12,500,000	15,300,000	13,383,305
6 years or more	15	7%	13,000,000	14,000,000	16,000,000	14,162,667
<b>LEAN PROJECT MANAGEMENT</b>						
None	151	64%	9,840,000	12,000,000	16,200,000	13,354,819
1 to 5 years	73	31%	10,030,000	13,000,000	14,750,000	12,678,660
6 years or more	12	5%	13,000,000	14,150,000	17,270,000	14,571,667
<b>CRITICAL CHAIN PROJECT MANAGEMENT</b>						
None	105	45%	8,760,000	11,500,000	15,300,000	12,515,670
1 to 5 years	73	32%	10,140,000	12,500,000	15,600,000	13,446,121
6 years or more	53	23%	11,330,000	14,000,000	16,283,800	14,143,164
<b>WATERFALL PROJECT MANAGEMENT</b>						
None	20	8%	7,815,000	11,350,000	15,600,000	13,019,000
1 to 5 years	81	34%	8,640,000	10,800,000	12,800,000	11,607,526
6 years or more	138	58%	11,725,000	14,200,000	16,800,000	14,249,321
<b>RISK MANAGEMENT</b>						
None	57	24%	7,800,000	10,200,000	12,866,000	11,046,311
1 to 5 years	81	34%	9,750,000	10,920,000	15,000,000	12,605,813
6 years or more	98	42%	13,000,000	15,000,000	17,000,000	15,121,854
<b>CHANGE MANAGEMENT</b>						
None	49	21%	8,450,000	11,150,000	13,860,000	12,109,394
1 to 5 years	97	41%	9,600,000	12,000,000	15,900,000	12,818,724
6 years or more	90	38%	12,000,000	14,400,000	16,575,000	14,476,482
<b>RESOURCE MANAGEMENT</b>						
None	47	20%	8,200,000	11,000,000	12,732,000	11,554,438
1 to 5 years	100	42%	9,487,500	12,000,000	15,000,000	13,139,058
6 years or more	89	38%	12,000,000	14,500,000	16,650,000	14,424,893

### Annualized Salary by Amount of Training per Year

DAYS	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Less than 5 days	142	58%	9,780,000	12,000,000	15,600,000	13,253,976
5 to 9 days	53	22%	10,575,000	13,524,000	16,500,000	13,684,307
10 days or more	51	21%	10,800,000	13,300,000	15,840,000	13,081,275

### Annualized Salary by Type of Project

PROJECT TYPE	N=	PERCENT	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MEAN
Business Transformation	58	22%	9,960,000	13,320,000	16,850,000	14,202,586
Construction	18	7%	10,450,000	11,080,000	15,900,000	13,357,778
Engineering	49	19%	10,592,000	12,000,000	14,160,000	12,594,770
Information Technology	171	66%	10,080,000	13,690,000	16,500,000	13,756,002
Manufacturing	35	13%	9,480,000	12,000,000	13,920,000	12,143,438
Operations	22	8%	10,075,000	13,500,000	17,100,000	14,431,391
Quality Management	8	3%	-	-	-	-
Regulatory Compliance	7	3%	-	-	-	-
Research & Development	50	19%	9,990,000	12,800,000	15,000,000	12,972,229
Supply Chain Management/Logistics	10	4%	13,000,000	13,200,000	16,365,000	15,253,200
Other	29	11%	9,350,000	12,000,000	15,600,000	12,273,465

### Project Management Career Path within Organization

	N=	PERCENT
Yes - clearly defined/in writing	59	24%
Yes - in formal	76	31%
No	89	36%
Don't know	20	8%

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

	N=	PERCENT
Yes - clearly defined/in writing	109	45%
Yes - in formal	77	32%
No	44	18%
Don't know	14	6%

# Country of Employment

Annualized Salary (in U.S. Dollars) by Country		
COUNTRY/REGION	N=	MEDIAN SALARY EXCHANGE RATE
Hungary	261	\$36,904

# Number of Years of Experience in Project Management

Annualized Salary (in U.S. Dollars) by Years of Experience in Project Management						
COUNTRY/REGION	<3 YEARS	3-<5 YEARS	5-<10 YEARS	10-<15 YEARS	15-<20 YEARS	20+ YEARS
Hungary	\$25,542	\$31,188	\$33,333	\$41,884	\$43,478	\$43,478

# PMP® Certification Status

Annualized Salary (in U.S. Dollars) by PMP® Certification Status						
COUNTRY/REGION	PMP®	<5	5-<10	10+	NON-PMP®	% INCREASE PMP® VS. NON-PMP®
Hungary	\$41,159	\$40,290	\$43,478	\$38,957	\$31,652	30%

# Position

Annualized Salary (in U.S. Dollars) by Position								
COUNTRY/REGION	DIRECTOR OF PM/PMO	PORTFOLIOMANAGER	PROGRAMMANAGER	PROJECTMANAGER III	PROJECTMANAGER II	PROJECTMANAGER I	PROJECTMANAGEMENT SPECIALIST	PROJECTMANAGEMENT CONSULTANT
Hungary	\$41,739	\$49,145	\$44,348	\$38,261	\$32,465	\$27,826	-	\$32,174

# Project Size

Annualized Salary (in U.S. Dollars) by Average Number of Team Members					
COUNTRY/REGION	<5	5-<10	10-<15	15-<20	20+
Hungary	\$29,565	\$34,783	\$35,516	\$35,362	\$42,157

Annualized Salary (in U.S. Dollars) by Average Project Budget					
COUNTRY/REGION	<100K	\$100K-499K	\$500K-999K	\$1 mil-\$10 mil	>\$10 mil
Hungary	\$25,391	\$35,435	\$40,000	\$39,849	\$40,870



# APPENDIX A

## Demographic Comparisons by Country

Years of Work Experience							
COUNTRY/REGION	N=	<3	3-<5	5-<10	10-<15	15-<20	20+
Hungary	261	1%	3%	11%	20%	23%	41%

Years of Project Management Experience							
COUNTRY/REGION	N=	<3	3-<5	5-<10	10-<15	15-<20	20+
Hungary	259	8%	13%	34%	25%	12%	9%

Highest Formal Education Level						
COUNTRY/REGION	N=	HIGH SCHOOL	ASSOCIATE DEGREE	4-YEAR DEGREE	MASTER'S DEGREE	DOCTORAL DEGREE
Hungary	261	2%	3%	29%	59%	8%

Degree in Project Management			
COUNTRY/REGION	N=	YES	NO
Hungary	261	26%	74%

PMP® Certification Status								
COUNTRY/REGION	N=	PMP <1 YR	PMP 1-<5 YRS	PMP 5-<10 YRS	PMP 10-<20 YRS	PMP 20+ YRS	TOTAL PMP	NON-PMP
Hungary	261	4%	48%	30%	18%	0%	53%	47%

Gender			
COUNTRY/REGION	N=	MALE	FEMALE
Hungary	261	75%	25%

Functional Area							
COUNTRY/REGION	N=	ADMIN/GENERAL MANAGEMENT	PM DEPARTMENT PMO	CONSULTING	ENGINEERING	IT/IS	OTHER
Hungary	260	2%	20%	5%	11%	41%	22%

Industry						
COUNTRY/REGION	N=	CONSTRUCTION	MANUFACTURING	CONSULTING	FINANCIAL SERVICES	TELECOM
Hungary	261	2%	6%	3%	8%	7%

Industry (continued)					
COUNTRY/REGION	N=	IT	GOVERNMENT	ENGINEERING	OTHER
Hungary	261	37%	4%	12%	21%

Work Country Same as Home Country			
COUNTRY/REGION	N=	YES	NO
Hungary	259	98%	2%

Position Description									
COUNTRY/REGION	N=	DIRECTOR OF PM/PMO	PORTFOLIO MANAGER	PROGRAM MANAGER	PROJECT MANAGER III	PROJECT MANAGER II	PROJECT MANAGER I	PM SPECIALIST	PM CONSULTANT
Hungary	261	9%	4%	16%	34%	22%	8%	3%	4%

Employees within Entire Organization								
COUNTRY/REGION	N=	<100	100-299	300-999	1,000-2,499	2,500-4,999	5,000-9,999	10,000+
Hungary	254	18%	19%	13%	12%	13%	8%	19%

Number of People on Project Teams						
COUNTRY/REGION	N=	1-4	5-9	10-14	15-19	20+
Hungary	202	10%	36%	22%	9%	22%

Average Budget of Projects (in U.S. Dollars)						
COUNTRY/REGION	N=	<100K	\$100K-499K	\$500K-999K	\$1MM-\$10MM	\$10MM+
Hungary	216	21%	27%	12%	29%	12%

How has your total compensation changed over the past 12 months?							
COUNTRY/REGION	N=	DECREASED	REMAINED THE SAME	INCREASED LESS THAN 3%	INCREASED 3-4.9%	INCREASED 5-9.9%	INCREASED 10+%
Hungary	260	2%	25%	6%	14%	23%	30%

How do you expect your total compensation to change over the next 12 months?

DECREASE	N=	DECREASED	REMAINED THE SAME	INCREASED LESS THAN 3%	INCREASED 3-4.9%	INCREASED 5-9.9%	INCREASED 10+%
Hungary	258	2%	26%	6%	11%	32%	22%

Equities Offered

COUNTRY/REGION	N=	STOCK OPTIONS	STOCKS	NEITHER
Hungary	249	3%	1%	96%

Employee Benefits

COUNTRY/REGION	N=	COMPANY CAR/ALLOWANCE	HOUSING/ALLOWANCE	MOBILE PHONE USAGE	ON SITE CHILD CARE	PAID LIFE INSURANCE	NONE OF THESE
Hungary	256	32%	1%	80%	0%	19%	15%

Pension Plans Offered

COUNTRY/REGION	N=	DEFINED BENEFIT PLAN	DEFINE CONTRIBUTION PLAN	OTHER TYPE OF PLAN	NONE
Hungary	250	3%	4%	7%	87%

Mean Hours Worked per week

COUNTRY/REGION	N=	HOURS EXPECTED	N=	ACTUAL HOURS WORKED
Hungary	254	40.05	254	42.61

**Years of Technique Experience**

AGILE PROJECT MANAGEMENT/SCRUM					EXTREME PROJECT MANAGEMENT			
COUNTRY/REGION	N=	NONE	1-5	6+	N=	NONE	1-5	6+
Hungary	242	31%	52%	16%	235	75%	21%	4%

**Years of Technique Experience (continued)**

PROCESS-BASED PROJECT MANAGEMENT					EVENT CHAIN PROJECT MANAGEMENT			
COUNTRY/REGION	N=	NONE	1-5	6+	N=	NONE	1-5	6+
Hungary	233	31%	36%	33%	226	65%	20%	15%

**Years of Technique Experience (continued)**

PROJECT PORTFOLIO MANAGEMENT					PROGRAM MANAGEMENT			
COUNTRY/REGION	N=	NONE	1-5	6+	N=	NONE	1-5	6+
Hungary	237	51%	39%	11%	237	44%	40%	16%

**Years of Technique Experience (continued)**

EARNED VALUE MANAGEMENT					LEAN PROJECT MANAGEMENT			
COUNTRY/REGION	N=	NONE	1-5	6+	N=	NONE	1-5	6+
Hungary	230	80%	13%	7%	236	64%	31%	5%

**Years of Technique Experience (continued)**

CRITICAL CHAIN PROJECT MANAGEMENT					WATERFALL PROJECT MANAGEMENT			
COUNTRY/REGION	N=	NONE	1-5	6+	N=	NONE	1-5	6+
Hungary	231	45%	32%	23%	239	8%	34%	58%

**Years of Technique Experience (continued)**

RISK MANAGEMENT					CHANGE MANAGEMENT			
COUNTRY/REGION	N=	NONE	1-5	6+	N=	NONE	1-5	6+
Hungary	236	24%	34%	42%	236	21%	41%	38%

**Years of Technique Experience (continued)**

RESOURCE MANAGEMENT								
COUNTRY/REGION	N=	NONE			1-5		6+	
Hungary	236	20%			42%		38%	

### Training Received Over Past 12 Months

COUNTRY/REGION	N=	<5 DAYS	5-9 DAYS	10+ DAYS
Hungary	246	58%	22%	21%

### Type of Project

COUNTRY/REGION	N=	BUSINESS TRANSFORMATION	CONSTRUCTION	ENGINEERING	IT	MANUFACTURING	OPERATIONS
Hungary	261	22%	7%	19%	66%	13%	8%

### Type of Project (continued)

COUNTRY/REGION	N=	QUALITY MANAGEMENT	REGULATORY COMPLIANCE	RESEARCH & DEVELOPMENT	SUPPLY CHAIN MANAGEMENT/ LOGISTICS	OTHER
Hungary	261	3%	3%	19%	4%	11%

### Project Management Career Path within Organization

COUNTRY/REGION	N=	YES, CLEARLY DEFINED	YES, INFORMAL	NO	DON'T KNOW
Hungary	244	24%	31%	36%	8%

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

COUNTRY/REGION	N=	YES, CLEARLY DEFINED	YES, INFORMAL	NO	DON'T KNOW
Hungary	244	45%	32%	18%	6%