PMI - Project Management Institute is the world’s largest not-for-profit membership association for the project management profession. Its professional resources and research empower more than 1M members, credential holders and volunteers in nearly every country in the world to enhance their careers, improve their organizations’ success and further mature the profession.

The PM SURVEY.ORG is one of the major research initiatives in the world on the topic of project management. It has become a reference for professionals, students, universities, and organizations that are looking for an overview of how project management practices are being used in organizations around the world and what results have been obtained through their use.

Because the information collected by the PMSURVEY.ORG represents how organizations are working on topics related to project management, it should not be viewed as a guide or a set of best practices.

The use of this report is free to the global project management community.


Juliano Reis, PMP
The chapters that led this initiative in the PMSURVEY 2014 Edition were as follows:

Amazonas, Brazil  Minas Gerais, Brazil
Bahia, Brazil     Montevideo, Uruguay
Bogota, Colombia  Nuevo Cuyo, Argentina
Buenos Aires, Argentina  Nuevo Leon, Mexico
Ceará, Brazil     Paraná, Brazil
Central Ohio, USA  Pernambuco, Brazil
Distrito Federal, Brazil  Puebla, Mexico
Espírito Santo, Brazil  Rio de Janeiro, Brazil
France, France     Rio Grande do Sul, Brazil
Goiás, Brazil      Santa Catarina, Brazil
Guadalajara, Mexico  Santiago, Chile
Mato Grosso, Brazil  São Paulo, Brazil
Mexico, Mexico     Sergipe, Brazil
                     Sinaloa, Mexico

In the 2014 Edition of PMSURVEY.ORG, 400 organizations participated in Argentina, Brazil, Canada, Chile, Colombia, France, Mexico, USA and Uruguay. Visit www.pmsurvey.org to find the name of these organizations.
Project Builder was founded in 2002, and provides its customers in Brazil and abroad one of the most successful project management software products developed: “Project Builder.” It is a powerful tool to manage projects, programs, and portfolios, integrating initiatives from the strategy to the projects.

Project Builder is the founding sponsor of the PMSURVEY.ORG, and is a major sponsor of PMI conferences in Brazil. Its participation in this initiative was essential to make the dream into reality.

Our sincere thanks go to Project Builder because its leaders believed in the PMSURVEY.ORG initiative and joined resources to make it something that will benefit the global project management community.
TRIBUTO TO THE VOLUNTEER TEAM

This report is the result of the work of several volunteer professionals from different countries.

Below, in alphabetical order are the names of these professionals, who made history in 2014 by giving an enormous contribution to the continuing development of PMSURVEY.ORG.

Adriana Cibelli, Buenos Aires Chapter, Argentina
Adriana Fório, São Paulo Chapter, Brazil
Ailton Queiroz, Ceará Chapter, Brazil
Alejandro Aramburu, Nuevo Cuyo Chapter, Argentina
Alércio Bressano, Sergipe Chapter, Brazil
Americo Pinto, Founder and Mentor, Brazil
Anderson Gonzaga, Rio de Janeiro Chapter, Brazil
Andre Voltolini, Rio Grande do Sul Chapter, Brazil
Andres Felipe Gomez, Bogota Chapter, Colombia
Andrey Furlan, Santa Catarina, Brazil
Benedicto Hughes, Nuevo Cuyo Chapter, Argentina
Bert Cousins, Central Ohio Chapter, USA
Carlos Galassi, Bahia Chapter, Brazil
Carol Dagort, Sao Paulo Chapter, Brazil
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Clebiano Nogueira, Mato Grosso Chapter, Brazil
Cristina Serravalle, Bahia Chapter, Brazil
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Edilene Araujo, Mato Grosso Chapter, Brazil
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Elisabeth Borges, Rio de Janeiro Chapter, Brazil
Eleutério Alecrim, Rio de Janeiro Chapter, Brazil
Eric Montero, Puebla Chapter, Mexico
Erico Sabino, Amazonas Chapter, Brazil
Fabian Akselrad, Buenos Aires Chapter, Brazil
Flavio Luiz Silva, Pernambuco Chapter, Brazil
Francisco Abreu, Distrito Federal Chapter, Brazil
Francisco Herrera, Sinaloa, Mexico
François Delignette, France Chapter, France
Fulvio Viçoso, Bahia Chapter, Brazil
Gloria Folle Estrada, Montevideo Chapter, Uruguay
Gustavo Albera, Nuevo Cuyo Chapter, Argentina
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Joao Gama Neto, Sao Paulo Chapter, Brazil
Joao Walter Saunders, Ceará Chapter, Brazil
Jose Alves, Distrito Federal Chapter, Brazil
Jose Guilherme Filho, Sergipe Chapter, Brazil
Jose Ramon Hernandez, Mexico Chapter, Mexico
Júlia Milagres, Minas Gerais Chapter, Brazil
Ken Tomlinson, France Chapter, France
Leonel Furtado, Santa Catarina, Brazil
Leonidas Diaz, Santiago Chapter, Chile
Leonor Viturro, Buenos Aires Chapter, Argentina
Lincoln, Paraná Chapter, Brazil
Lionel Bourceret, France Chapter, France
Luiz H. Brillinger, Santa Catarina Chapter, Brazil
Marcos Carinci, Santa Catarina Chapter, Brazil
Mariana Caffarena, Montevideo Chapter, Uruguay
Mario Soruli, Nuevo Cuyo Chapter, Argentina
Marta Gaino, Bahia Chapter, Brazil
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Miguel Castaneda Aguileria, Guadalajara Chapter, Mexico
Miriam Machado, Espírito Santo Chapter, Brazil
Myrian Moura, Minas Gerais Chapter, Brazil
Osvaldo Ucha, Buenos Aires Chapter, Argentina
Pablo Lledo, Nuevo Cuyo Chapter, Argentina
Paulo Alves Jr., Goiás Chapter, Brazil
Raúl Bellomusto, Buenos Aires Chapter, Argentina
Ricardo Barcellos, Goiás Chapter, Brazil
Rodrigo Giraldelli, Paraná Chapter, Brazil
Rogerio Severo, Rio Grande do Sul, Brazil
Sarkis Mahdasian, Central Ohio Chapter, USA
Tania Jesini, Amazonas Chapter, Brazil
Thiago Regal, Rio Grande do Sul Chapter, Brazil
Walter Sutterlin, Central Ohio Chapter, USA
Yves Cavarec, France Chapter, France
This study addresses eight important aspects to identify the alignment of organizations with the best practices in Project Management. The analysis of each of these eight aspects is depicted in this study.
The security of the organization’s data is the most important point of this initiative and, therefore, receives special treatment, which has ensured the credibility of the PMSURVEY.ORG for a decade.

All information provided by the participating organizations is treated absolutely confidential.

No user has access to individual records of the PMSURVEY.ORG database. All reports have only consolidated information through graphs with percentages, making it impossible to identify any specific organization.

Additionally, it is not possible to generate custom reports for filters that do not have at least four records of participating organizations, further enhancing system security.

Under no circumstances are the data provided by organizations sold or shared with others. Additionally, data are not used for any other purpose not related to PMSURVEY.ORG.
This section aims to draw a profile of participating organizations
0 - What is the location of your company?

% of Organizations

- São Paulo: 28%
- Rio de Janeiro: 10%
- Rio Grande do Sul: 8%
- Santa Catarina: 7%
- Minas Gerais: 6%
- Paraná: 4%
- Bogotá: 4%
- Distrito Federal: 3%
- Goiás: 3%
- Pernambuco: 3%
- Bahia: 3%
- Espírito Santo: 2%
- de Buenos Aires: 2%
- Sergipe: 1%
- New Brunswick: 1%
- Montevideo: 1%
- Ceará: 1%
- Chile: 1%
- Newfoundland/Labrador: 1%
- Mato Grosso: 1%
- Colorado: 1%
- Alagoas: 1%
- Maranhão: 1%
- Ohio: 1%
- Mendoza: 1%
- Valle del Cauca: 1%
- Antioquia: 1%
- Cauca: 1%
- Cundinamarca: 1%
- New York: 0%
- Comunidad de Madrid: 0%
- Yukon: 0%
- Kentucky: 0%
- Coimbra: 0%
- Quebec: 0%
- Pará: 0%
- Pensylvania: 0%
- Caldas: 0%
- Massachusetts: 0%
- Arkansas: 0%
- México: 0%
- Nova Scotia: 0%
- Prince Edward Island: 0%
- New Mexico: 0%
- Île-de-France: 0%
- Querétaro: 0%
- Entre Ríos: 0%
1 - Profile of Organizations by Industry

- Consulting – 16%
- Information Technology – 14%
- Services – 10%
- Engineering and EPC – 10%
- Other – 7%
- Education – 7%
- Manufacture – 7%
- Oil, Gas and Petrochemicals – 6%
- Financial Services – 6%
- Telecommunications – 5%
- Food and Consumer Goods – 4%
- Automotive – 2%
- Government – Direct Administration – 2%
- Government – Indirect Administration – 2%
- Mining – 1%
- Insurance – 1%
- Non-governmental – 1%
- Steel – 1%

% of Organizations
2 - Profile of Organizations by Annual Revenue

- Over US$ 1 Billion - 19%
- Between US$ 501 million and US$ 1 Billion - 8%
- Between US$ 101 million and US$ 500 Million - 16%
- Between US$ 10 million and US$ 100 Million - 19%
- Below US$ 10 Million - 39%

% of Organizations
3 - Profile of Organizations by Number of Employees

- More than 5,000 employees: 22%
- Between 1,001 and 5,000 employees: 18%
- Between 501 and 1,000 employees: 10%
- Between 101 and 500 employees: 17%
- Between 10 and 100 employees: 21%
- Less than 10 employees: 13%

% of Organizations
4 - Profile of Organizations by Project Budget

- Over US$ 1 Billion – 9%
- Between US$ 501 million and US$ 1 Billion – 5%
- Between US$ 101 million and US$ 500 Million – 6%
- Between US$ 11 Million and US$ 100 Million – 14%
- Between US$ 1 Million and US$ 10 Million – 22%
- Below US$ 1 Million – 44%

% of Organizations
5 - What is your role in the organization?

- Project Manager - 26%
- PMO Leader or member - 22%
- Executive (CEO, CIO, etc.) - 20%
- Other - 11%
- Consultant - 6%
- Analyst - 6%
- Functional manager - 6%
- Program Manager - 4%
For the most part, outside projects for external clients with the effective participation of the external client in developing – 39%

The majority of projects within the organization, with the effective participation of the internal client in developing – 32%

For the most part, outside projects for external clients but without the external client’s participation in the development – 16%

The majority of projects within the organization, without the internal client’s participation in the development – 13%
This section aims to present information on the culture of organizations in project management. With this you can understand how they are culturally prepared to develop its professionals and their practices in project management and how this environment is able to support these initiatives.
7 - Level of Resistance to the Project Management

- High Resistance (most important areas or some areas of the organization with resistance) - 8%
- Average Resistance (some areas have resistance, but other areas support the theme) - 43%
- Low resistance (there is resistance in a few specific areas or there is no relevant resistance) - 49%

% of Organizations
8 - Level of support from top management to the Project Management

- **Great Support** (The top management gives full support to initiatives related to project management) – 48%
- **Medium Support** (Top management gives support eventually to initiatives related to project management) – 42%
- **Low Support** (Top management gives little or no support for initiatives related to project management) – 10%

% of Organizations
9 - Level of commitment of your organization to project planning

- The organization always provides adequate time and resources for effective planning. – 19%
- The organization, in most cases gives adequate time and resources for effective planning. – 48%
- The organization rarely provides adequate time and resources for effective planning. – 33%

% of Organizations
10 - Level of commitment of your organization to project controlling

- The organization always provides adequate time and resources for effective control. – 19%
- The organization, in most cases gives adequate time and resources for effective control. – 53%
- The organization rarely provides adequate time and resources for effective control. – 28%

% of Organizations
This section aims to present the characteristics of organizational structures and analyze how organizations are structured to manage their projects.
11 - Types of organizational structures in use

- A functional structure or departmentalized – the functional manager has responsibility for departmental projects – 39%
- A balanced matrix structure – where project managers have similar influence to functional managers – 31%
- A projectized organizational structure – oriented by projects or clients – 20%
- A strong matrix structure – where project managers have more influence than the functional managers – 10%
12 - People Responsible for Project Management in Organizations

- Project Managers: 61.7%
- Project Leaders: 31.0%
- Coordinators / Project Supervisors: 31.0%
- Departmental Managers (Finance, Marketing, IT, HR, etc.): 22.7%
- Senior Management (Chairman, Directors, Vice Presidents, Managers, Executives): 21.7%
- Team Members / Analyst: 17.7%
- Other professionals: 8.7%
13 - Percentage of professionals dedicated exclusively to projects

- More than 75% of professionals – 16%
- Between 51% and 74% of professionals – 15%
- Between 26% and 50% of professionals – 9%
- Less than 25% of professionals – 61%

% of Organizations
The significance of having professionals exclusively dedicated to project management activities

- It is something fundamental, which brought large and clear benefits for the success of our projects. – 38%
- It is important, but is still questioned internally, as the benefits are not always clear. – 31%
- It is something we would like to implement, but we don’t have enough support yet. – 27%
- It is something that we believe may not be useful or applicable to our organization. – 4%

% of Organizations
15 - The role "Project Manager" formally exist in the organizational structure?

- Yes, but there is no specific career plan for the Project Manager. – 43%
- The Project Manager role does not exist officially. – 35%
- Yes, and there is a specific career plan for the Project Manager. – 23%

% of Organizations
16 - Balance of priority between projects and processes in the Organization

- The day-by-day routine (processes) is prioritized over projects, sometimes jeopardizing the success of the projects. - 40%
- The projects are a priority in relation to the day-by-day routine (processes). - 33%
- There is a balance between projects and the day-to-day routine processes. - 28%

% of Organizations
This section aims to present how organizations are managing their portfolio of projects, with regard to practices, processes, definition of responsibilities and level of maturity.
17 - Level of Alignment between Strategy and Projects

- They are always aligned to the strategic planning – 33%
- They are not always aligned with the strategic planning – 44%
- There is no alignment, because the strategic planning was not disclosed within the organization. – 11%
- The projects are not aligned to the strategies or there is no strategy or strategic planning. – 12%

% of Organizations
We use the BSC and the projects are aligned with the strategic objectives of the BSC – 19%

We use the BSC but the projects are not necessarily aligned with the strategic objectives of the BSC – 24%

We do not use the BSC – 57%

% of Organizations
19 - Level of use of selection and prioritization process for the portfolio

- There is no structured process. Projects are not always connected to the organization’s strategy and prioritization generates disputes. – 42%
- There is a structured process, with clear and defined criteria for selection and prioritization. – 25%
- There is a structured process, with clear and defined criteria, but only for prioritization. – 17%
- There is a structured process, with clear and defined criteria, but only for selection. – 15%
20 - Level of use of the process for monitoring portfolio performance

- Yes, but involves only monitoring the portfolio of projects, without monitoring its strategic benefits. - 44%
- No, there isn't a structured process. - 39%
- Yes, and the process involves tracking the strategic benefits of each project and the portfolio as a whole. - 17%

% of Organizations
21 - Percentage of completed projects

- 100% of projects included in the portfolio - 6%
- Between 76% and 99% of projects included in the portfolio - 36%
- Between 51% and 75% of projects included in the portfolio - 29%
- Between 25% and 50% of projects included in the portfolio - 17%
- Less than 25% of projects included in the portfolio - 11%

% of Organizations
22 - Area in the organization responsible for conducting the processes of project portfolio management

- The Board of Directors - 32%
- The PMO - 29%
- None - 12%
- Other departments or management committee - 10%
- The Strategic Planning area - 9%
- The Engineering department - 6%
- The Financial department - 2%

% of Organizations
23 - Portfolio Management practices used by organizations

- There is a formal list of active projects: 68.1%
- A single repository of information make all data on the projects available for consultation: 41.0%
- The projects are organized into categories (Ex: Expansion, Improvement, Maintenance, Innovation etc.): 40.6%
- Information about the projects are summarized and made available to executives in a dashboard: 39.0%
- There is an executive committee formed to make decisions about the portfolio management: 37.5%
- The projects have their expected value or returns formally calculated: 31.5%
- The project portfolio is continuously re-evaluated in relation to their alignment with organization strategy: 21.9%
- Projects are formally canceled when they are no longer aligned with the strategy or when it will not bring the expected benefits: 19.9%
- The relationship and possible conflicts between projects are clearly identified and documented: 15.1%
- None of the above practices are used: 10.0%
24 - Level of use of the concept of "program" in Organizations

- **43%**: We do not use programs, but we intend to do so.
- **27%**: We do not use programs and have no intention of doing so.
- **16%**: Yes and program represents a set of projects joined by a common strategy (e.g., Expansion Program)
- **15%**: Yes and program represents a set of projects joined by a common theme (e.g., Quality Program)

% of Organizations
This section aims to present a vision of how the Project Management Office (Project Office) has been used by organizations in supporting the development of their projects, highlighting aspects such as structure, levels of reporting, processes and roles and responsibilities.
25 - Organizations that established an Enterprise PMO

- Yes: 47%
- No: 53%

% of Organizations
27 - Number of Professionals in the Enterprise PMO

- 18% of Organizations have 3-18 professionals in the Enterprise PMO.
- 17% of Organizations have 4-17 professionals in the Enterprise PMO.
- 15% of Organizations have 1-15 professionals in the Enterprise PMO.
- 14% of Organizations have 2-14 professionals in the Enterprise PMO.
- 8% of Organizations have 5-8 professionals in the Enterprise PMO.
- 7% of Organizations have 6-3 professionals in the Enterprise PMO.
- 1% of Organizations have 9-1 professionals in the Enterprise PMO.
- 1% of Organizations have 8-1 professionals in the Enterprise PMO.
- 1% of Organizations have 10 or more professionals in the Enterprise PMO.
There is no subordination between project managers and the Enterprise PMO. – 40%

They report to the functional manager in a matrix structure, but they also report their performance to the Enterprise PMO. – 28%

They are hierarchical and directly subordinate to the Enterprise PMO. – 25%

They are subordinate to the Enterprise PMO only in some special cases (Ex: Strategic Projects). – 6%
29 - Number of PMOs (Enterprise PMO not included)

- None: 49%
- 1: 29%
- 2: 5%
- 3: 5%
- 4: 4%
- 5: 1%
- More than 5: 7%
30 - Areas of the Organization that have PMOs

- Information Technology: 55.7%
- Engineering: 32.2%
- Services: 23.5%
- Production / Operation: 21.7%
- Other: 17.4%
- Telecommunications: 11.3%
- Finance: 10.4%
- Marketing: 9.6%
- Sales: 7.8%
- HR: 3.5%
31 - Number of Professionals in the Departmental PMOs

- 1 - 29%: 29%
- 2 - 16%: 16%
- 3 - 12%: 12%
- 4 - 9%: 9%
- 5 - 6%: 6%
- 6 - 3%: 3%
- 7 - 3%: 3%
- 8 - 1%: 1%
- 9 - 3%: 3%
- 10 or more - 19%
There is no subordination between project managers and the Departmental PMO. – 62%

They are hierarchical and directly subordinate to the Departmental PMO. – 17%

They report to the functional manager in a matrix structure, but they also report their performance to the Departmental PMO. – 15%

They are subordinate to the Departmental PMO only in some special cases (Ex: Strategic Projects). – 6%

% of Organizations
33 - Functions of the PMOs

- Informing project status to senior management: 78.3%
- Monitor and control project performance: 69.2%
- Develop and implement a standard methodology: 61.5%
- Implement and operate information systems projects: 43.9%
- Promote project management within the organization: 43.0%
- Coordinate and integrate a portfolio of projects: 41.2%
- Managing files/archives of project documentation: 35.7%
- Provide advice to senior management: 35.3%
- Monitor and control the performance of the own PMO: 34.4%
- Provide mentoring for Project Managers: 31.7%
- Implement and manage database of lessons learned: 30.3%
- Manage one or more portfolios: 29.9%
- Participate in strategic planning: 28.5%
- Identify, select and prioritize new projects: 28.5%
- Conduct project auditing: 26.7%
- Conduct post-review project management (lessons learned): 24.9%
- Allocate resources among projects: 23.1%
- Perform specialized tasks for Project Managers: 21.7%
- Implement and manage database risks: 21.7%
- Develop and maintain a strategic framework for projects (project scoreboard): 19.5%
- Manage client interfaces: 19.5%
- Provide a set of tools without the standardization effort: 17.6%
- Manage one or more programs: 16.7%
- Mapping the relationship and environment of projects: 15.8%
- Recruit, select, evaluate and determine salaries of Project Managers: 12.7%
- Manage benefits programs: 11.8%
Level 1 – Informal PMO formed by professionals with a personal interest in Project Management. Eventually assists in planning. – 39%

Level 2 – PMO held accountable by project management organizational standards. Supports projects when requested. – 23%

Level 3 – The PMO is considered the principal source of information and support related to project management practices. It is the focal point of information for the Top Management. – 25%

Level 4 – The PMO supports the management of the portfolio. It is a reference to the Top Management for decision making. – 13%
35 - Lifetime of the PMOs

- For over 3 years - 39%
- Between 2 and 3 years - 13%
- Between 1 and 2 years - 13%
- For less than 1 year - 35%

% of Organizations
The organization clearly perceive the value at all hierarchical levels, including top management – 40%
- The organization does not value the PMO – 39%
- The organization clearly perceive the value, but only in the intermediary hierarchical levels, such as middle management – 21%

% of Organizations
37 - Organizations that have had failed attempts at implementing PMOs

38% Yes
62% No

% of Organizations
38 - Reasons for the failure to implement PMOs

- Resistance and cultural issues were not handled properly: 58.4%
- Lack of sponsorship of the Top Management: 50.6%
- Lack of knowledge and technical skills to structure the PMO: 45.5%
- Insufficient resources (human and financial) to operationalize the PMO: 35.1%
- The PMO had a lack of authority and organizational reporting to carry out its responsibilities: 28.6%
- Excessive expectations about the value generated by the PMO: 27.3%
- Lack of a tool to support the work of the PMO: 27.3%
- PMO excessively focused on controls and audit, which turned “clients” to “enemies”: 23.4%
- Lack of technical competence among the members of the PMO: 22.1%
- Other: 13.0%
- Failure of the consulting firm hired to implement the PMO: 3.9%
39 - Intention of implementing new PMOs

- **50%**: We don't want to implement PMOs or a new PMO.
- **22%**: We are in the process of implementing a PMO.
- **14%**: We intend to implement a PMO in the next 12 months.
- **14%**: We intend to implement a PMO in the next 24 months or more.

% of Organizations
This section aims to show how organizations are employing best practices in project management.
40 - Use of Benchmarking practice

- Yes: 46%
- No: 54%

% of Organizations
The organization is aware of, employs or wants to employ – 41%

The organization is aware of, but does not want to employ – 22%

The organization is not aware of any project management maturity models – 38%

% of Organizations
42 - Project Management Maturity Models in use

- OPM3 ® - PMI ®: 57.1%
- PMMM ® - Prado and Archibald: 31.0%
- Other: 28.6%
- PMMM ® - Kerzner: 7.1%
- P3M3 ®: 2.4%

% of Organizations that cited each item
The organization has a unique methodology for managing their projects, which is used by all areas. – 42%
The organization has methods developed in specific areas. Each area uses its own methodology. – 39%
The organization has no formal methodology. Project management is done informally. – 19%
44 - Types of Agile Methodologies used for Project Management

- We do not use Agile methodologies: 50.0%
- Scrum: 31.3%
- Our own agile methodology: 16.3%
- Other: 12.7%
- Extreme Programming (XP): 3.6%
- Adaptive Software Development (ASD): 3.0%
- Dynamic System Development Method (DSDM): 2.4%
- Crystal: 1.2%
- Feature-Driven Development (FDD): 1.2%
45 - Areas of the Organization using Project Management methodology

- Information Technology: 65.3%
- Engineering: 41.9%
- Production / Operation: 34.1%
- Services: 28.7%
- Telecommunications: 18.6%
- Other: 17.4%
- Finances: 12.6%
- Marketing: 11.4%
- HR: 9.6%
- Sales: 8.4%
46 - Level of use of Project Management Methodologies

- The methodology is really used - 24%
- The methodology is used most of the time - 54%
- The methodology is used only in a few cases - 17%
- The methodology is actually not used - 5%

% of Organizations
47 - Aspects considered in the Project Management Methodology

- **Scope**: 94.1%
- **Time**: 94.1%
- **Cost**: 84.0%
- **Quality**: 67.5%
- **Risks**: 66.3%
- **Communication**: 60.9%
- **Human Resources**: 56.2%
- **Integration**: 50.3%
- **Acquisitions**: 45.0%
- **Governance**: 32.0%

% of Organizations that cited each item
49 - Use of EVA (Earned Value Analysis / Earned Value Analysis)

- Yes and its fully utilized – 16%
- Yes but it is not used effectively – 28%
- No but we intend to use – 33%
- No and we do not intend to use – 24%

% of Organizations
How is the management of risks in the organizations?

- Based on a formal methodology with structured policies, procedures and forms. – 32%
- Conducted informally, as the interest or need of the project manager – 49%
- We do not manage risks on projects in our organization – 19%

% of Organizations
51 - Communication channels used by project teams

- **Email**: 94.5%
- **Face-to-face conversations**: 84.3%
- **Phone**: 70.0%
- **Instant Messaging (MSN, Skype, gtalk, etc.)**: 40.1%
- **Videoconferencing**: 33.2%
- **Social networks (facebook, twitter, etc.)**: 3.2%

% of Organizations that cited each item
52 - Tolerance Level for Changes in Scope

- Low, the change is viewed as a negative event for the project – 14%
- Average, changes are needed to fit the client's needs – 52%
- High, changes are seen as a natural event during the execution of the project – 33%

% of Organizations
53 - Project Management Maturity Level of Organizations

- Level 1 – Initial Process. There are no practices or standards. Indicators are collected informally. – 29%
- Level 2 – Structured Processes. There are Project Management processes, but they are not considered organizational standards. – 31%
- Level 3 – Institutionalized process. There are organizational standards for project management. – 23%
- Level 4 – Managed Processes. Indicators are used. Processes, standards and systems are integrated. – 13%
- Level 5 – Process Optimization. Lessons learned are regularly used. Focus on continuous improvement. – 5%

% of Organizations
This section aims to examine the degree to which organizations the most important professional development practices, and to identify trends in the organizations surveyed.
54 - Hierarchical Levels formally trained in project management in the last 12 months

- Project Managers / Project Leaders: 55.6%
- Team members: 45.3%
- Functional Managers / Departmental: 22.0%
- None: 21.5%
- Board of Directors: 14.5%
- Professionals who do not work on projects: 10.7%

% of Organizations that cited each item
55 - Existence of formal training program in Project Management, which does not include preparation for PMP® certification

- There is a formal program implemented – 27%
- There isn't one, but we intend to develop this program – 37%
- There isn't one and we don't intend to develop this program – 36%
56 - Existence of a formal program to prepare for PMP® certification

- Red: There is a formal program implemented – 14%
- Blue: There isn't one, but we intend to develop this program – 29%
- Yellow: There isn't one and we don't intend to develop this program – 57%

% of Organizations
57 - Requirement of PMP® certification for Project Managers

- Yes – 17%
- No, but we intend to implement this requirement – 14%
- No, and we do not intend to implement this requirement, but certification is seen as a differentiator – 42%
- No, and we do not intend to implement this requirement. Certification is not seen as a differentiator – 27%

% of Organizations
58 - Requirement of PMP® certification for Suppliers

- Yes – 9%
- No, but we intend to implement this requirement – 13%
- No, and we do not intend to implement this requirement, but certification is seen as a differentiator – 47%
- No, and we do not intend to implement this requirement. Certification is not seen as a differentiator – 31%

% of Organizations
59 - Average monthly wages of project managers

- Below US$ 3,000: 30%
- Between US$ 3,000 and US$ 4,999: 32%
- Between US$ 5,000 and US$ 7,999: 22%
- Between US$ 8,000 and US$ 10,999: 9%
- Between US$ 11,000 and US$ 15,000: 3%
- Over US$ 15,000: 4%

% of Organizations
60 - Most valuable competencies to manage projects

- Communication: 61.6%
- Leadership: 57.8%
- Negotiation: 43.6%
- Project Management knowledge: 32.7%
- Ability to integrate parts: 28.9%
- Teamwork: 28.4%
- Initiative: 27.0%
- Technical Knowledge: 27.0%
- Conflict Management: 26.5%
- Organization: 12.8%
- Policy: 12.3%
- Project Management software knowledge: 10.0%

% of Organizations that cited each item
61 - Main shortcomings of project managers

- Communication: 44.0%
- Conflict Management: 36.8%
- Project Management knowledge: 32.1%
- Project Management software knowledge: 27.3%
- Ability to integrate parts: 26.3%
- Policy: 25.4%
- Negotiation: 23.4%
- Leadership: 22.0%
- Technical Knowledge: 19.1%
- Initiative: 18.7%
- Organization: 18.2%
- Teamwork: 11.0%

% of Organizations that cited each item
Technology and Tools

This section aims to examine what technologies are being used by support professionals in Project Management and Organizations and to what extent can collaborate for results.
62 - Use of a Project Management Software in the Organization

- Yes: 82%
- No: 18%

% of Organizations
63 - Project Management Software most used

- MS-Project: 74.9%
- Other: 32.3%
- MS Project Server (EPM Solution, integrated database): 15.6%
- Internally developed software: 14.4%
- SAP PS: 8.4%
- Primavera Systems: 7.8%
- Project Builder: 6.6%
- CA Clarity: 3.6%
- SAP xRPM: 0.6%
- Planview: 0.6%
- IBM RPM: 0.6%
- HP PPM: 0.6%
- Compuware Changepoint: 0.6%

% of Organizations that cited each item
64 - Level of usage of the Project Management Software

- Red: Used in 100% of the projects - 34%
- Blue: Used in between 76% and 99% of the projects - 29%
- Orange: Used in between 51% and 75% of the projects - 17%
- Brown: Used in between 25% and 50% of the projects - 10%
- Green: Used in less than 25% of the projects - 10%

% of Organizations
65 - Users of Project Management Softwares

- Project managers: 81.6%
- Project teams: 63.2%
- Functional managers / departmental: 38.7%
- Board of Directors: 20.2%
- Suppliers: 10.4%

% of Organizations that cited each item
67 - Use of a tool for the management (storage and retrieval) of knowledge acquired in projects

- Yes, we do – 33%
- We do not use, but we intend to do – 45%
- We do not use and do not intend to do – 22%

% of Organizations
This section aims to examine the project management performance and the benefits perceived by organizations also identifying the main problems, needs and critical success factors.
68 - Use of financial bonus for the project manager and the project team

- We do it for all those involved in the project – 16%
- We do it but only for the manager – 10%
- We don’t do it, but we intend to do – 25%
- We don’t do it and we don’t intend to do – 49%

% of Organizations
69 - Frequency of projects undertaken have achieved goals of time, cost, quality and customer satisfaction (internal or external)

- Always - 4%
- Most of the time - 55%
- Rarely - 37%
- Never - 3%

% of Organizations
70 - Frequency of time problems in projects

- Always: 11%
- Most of the time: 58%
- Rarely: 27%
- Never: 4%

% of Organizations
71 - Frequency of cost problems in projects

% of Organizations

- Always - 8%
- Most of the time - 42%
- Rarely - 47%
- Never - 3%

3%, 8%, 42%, 47%
72 - Frequency of quality problems in projects

- **Always** - 6%
- **Most of the time** - 25%
- **Rarely** - 64%
- **Never** - 5%

% of Organizations
73 - Frequency of customer satisfaction problems in projects

- Always: 3%
- Most of the time: 24%
- Rarely: 67%
- Never: 7%

% of Organizations
74 - Percentage of average deviation in the budget of the projects

- More than -10% - 8%
- Between -1% and -10% - 17%
- No significant deviation - 21%
- Between +1% and +10% - 34%
- More than +10% - 20%

% of Organizations
75 - Frequency of problems related to realization of benefits and return on investment

- Always - 4%
- Most of the time - 33%
- Rarely - 56%
- Never - 7%

% of Organizations
### The Most Common Problems in Projects

<table>
<thead>
<tr>
<th>Issue</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication problems</td>
<td>64.2%</td>
</tr>
<tr>
<td>Not meeting deadlines</td>
<td>59.4%</td>
</tr>
<tr>
<td>Scope not defined properly</td>
<td>58.5%</td>
</tr>
<tr>
<td>Constant scope changes</td>
<td>54.2%</td>
</tr>
<tr>
<td>Insufficient human resources</td>
<td>45.3%</td>
</tr>
<tr>
<td>Risks not properly assessed</td>
<td>43.4%</td>
</tr>
<tr>
<td>Budget deviation</td>
<td>42.0%</td>
</tr>
<tr>
<td>Incorrect estimates</td>
<td>39.2%</td>
</tr>
<tr>
<td>Competition between the day-by-day routine and the project activities</td>
<td>38.2%</td>
</tr>
<tr>
<td>Constant changes of priority or lack of priority</td>
<td>33.0%</td>
</tr>
<tr>
<td>Issues with suppliers</td>
<td>33.0%</td>
</tr>
<tr>
<td>Undefined responsibilities and roles</td>
<td>25.5%</td>
</tr>
<tr>
<td>Lack of support from top management / sponsor</td>
<td>25.0%</td>
</tr>
<tr>
<td>Lack of competence to manage projects</td>
<td>24.5%</td>
</tr>
<tr>
<td>Lack of a methodology</td>
<td>22.2%</td>
</tr>
<tr>
<td>Rework due to lack of product quality</td>
<td>21.7%</td>
</tr>
<tr>
<td>Lack of a support tool</td>
<td>18.9%</td>
</tr>
<tr>
<td>Clients not satisfied</td>
<td>12.7%</td>
</tr>
<tr>
<td>Lack of technical knowledge about the organization business area</td>
<td>11.3%</td>
</tr>
<tr>
<td>Other</td>
<td>4.2%</td>
</tr>
<tr>
<td>We have no problems</td>
<td>3.8%</td>
</tr>
</tbody>
</table>
77 - The level of awareness of Top Management about the benefits of the implementation of Project Management practices

- Yes, always realizes. - 26%
- Realizes most of the time. - 37%
- Realizes on few occasions. - 28%
- Does not realize at all. - 8%

% of Organizations
The level of awareness of the Organization about the benefits arising from Project Management

- Yes, always – 19%
- Realize most of the time – 41%
- You see, but on few occasions – 31%
- Do not you see, ever – 9%

% of Organizations

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Founder Sponsor: Project Builder
79 - Benefits attributed to Project Management

- Increased commitment to goals and results: 57.8%
- Availability of information for decision making: 50.7%
- Minimizing the risks and problems in projects: 42.2%
- Greater integration between areas: 41.7%
- Quality improvement in the results of projects: 40.8%
- Increased customer satisfaction with the results (internal / external): 36.5%
- Reduction in delivery times: 33.2%
- Increased productivity of the project team: 32.7%
- Reduction in costs associated with projects: 30.8%
- Optimizing the use of human and material resources: 28.9%
- Increased return on investment (ROI): 15.2%
- We are not getting clear benefits: 10.9%
- Other: 6.6%

% of Organizations that cited each item
80 - Areas for investment in the next twelve months

- Implementation of performance indicators for projects: 43.6%
- Development / Revision of project management methodology: 39.3%
- Project management training programs: 37.9%
- Practices of agile project management: 29.4%
- Implementation of processes and methodology for managing projects, programs and portfolio: 27.0%
- Implementation of a project, program and portfolio management (PPM) software: 24.2%
- Quality and Project Audit: 21.3%
- Evaluation and diagnosis of the level of maturity in project management: 18.5%
- PMO Implementation: 15.6%
- We do not intend to invest: 13.3%
- Other: 11.4%
- Outsourcing of project management professionals and project managers: 7.1%

% of Organizations that cited each item