

IPMA Education and Training Series¹

Educating Project Management Practitioners in Ireland

By Ed Naughton

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and

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The Institute of Project Management, which is the IPMA member association in Ireland, has for the past nine years been conducting an annual survey of project managers across five major geographic centres in Ireland. The Institute is 100% focused on the field of project management and is committed to the development and the professionalization of our chosen field. This survey forms part of a research initiative instigated by the Institute and run in conjunction with University College Cork (UCC), Department of Management and Marketing. UCC is the third largest University in Ireland.

The survey aims to provide up to date, comprehensive information on the state of the project management profession in Ireland, with a particular focus on the career profile and attainment levels of project managers. It gives us a picture of the career path of people, who are enhancing their professional profiles by acquiring project management education and internationally recognised accreditation.

The results of the survey are widely available and provide an important reference point not just for project managers but for organisations having significant exposure to project management. The survey instrument comprises in excess of fifty questions covering five key areas: (i) project managers' profile and salary, (ii) importance attributed by organisations to certification and maturity, (iii) the extent of PMOs, (iv) the practice of portfolio management, and (v) benefits realization.

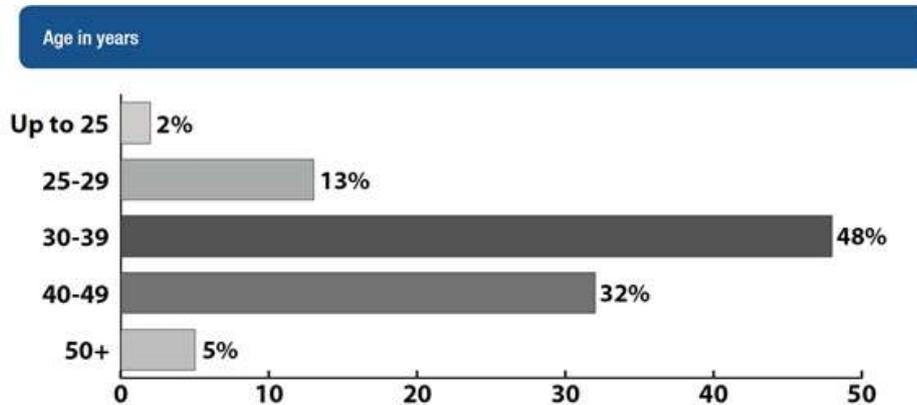
The highest no of respondents to the survey are career project managers in their 30s with the second highest group being in their 40s. Virtually all respondents are well educated with just over a third having a post graduate qualification. For those having a degree, a strong bias is shown toward a qualification in engineering and construction followed by business management and information technology although the project managers themselves are spread across a wide range of industries such as Pharmaceuticals, Healthcare, Banking Construction, Utilities and E commerce.

Most respondents think that project management should provide a clear career path yet few, less than a third, think that it actually does. They neither face a clear career path within their organisations nor consider they receive adequate remuneration for their specialism. This suggests that much still needs to be done to structure and

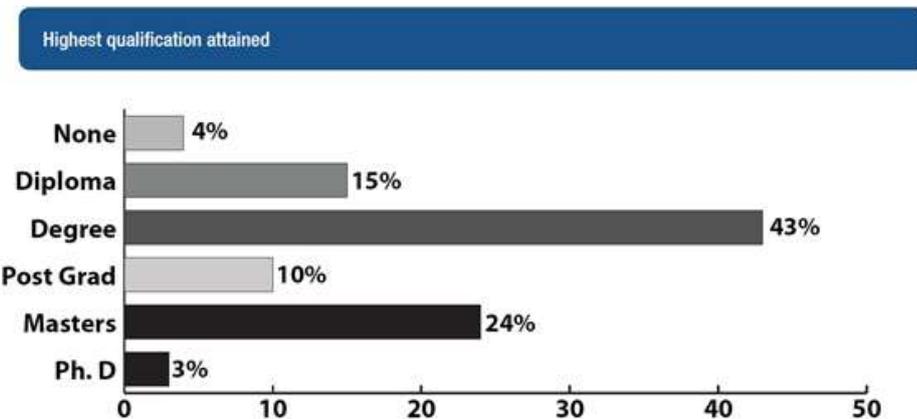
¹ This series of articles is provided by the IPMA Education and Training (E&T) Board on the subject of project management education, training, careers and related topics. More information about the IPMA E&T can be found at <http://ipma.ch/education>.

embed explicit career paths and remuneration levels for project managers within Irish companies.

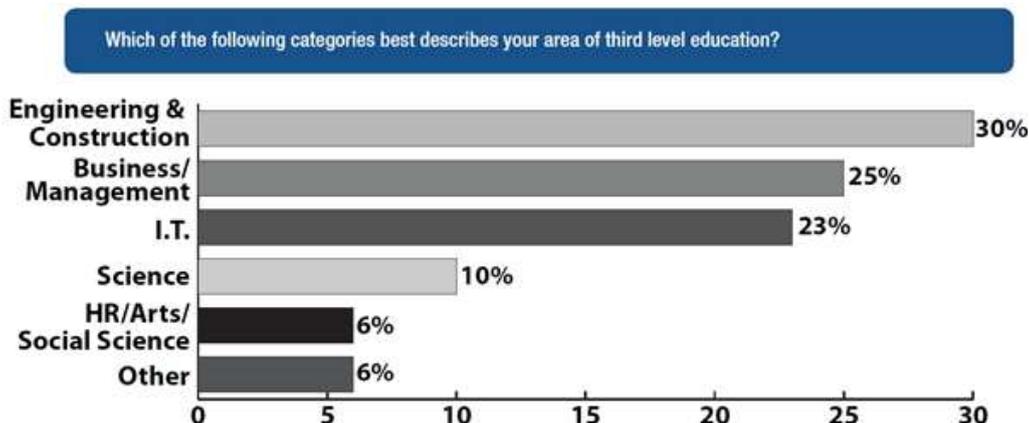
80% of participants are in the 30 - 49 years old age bracket



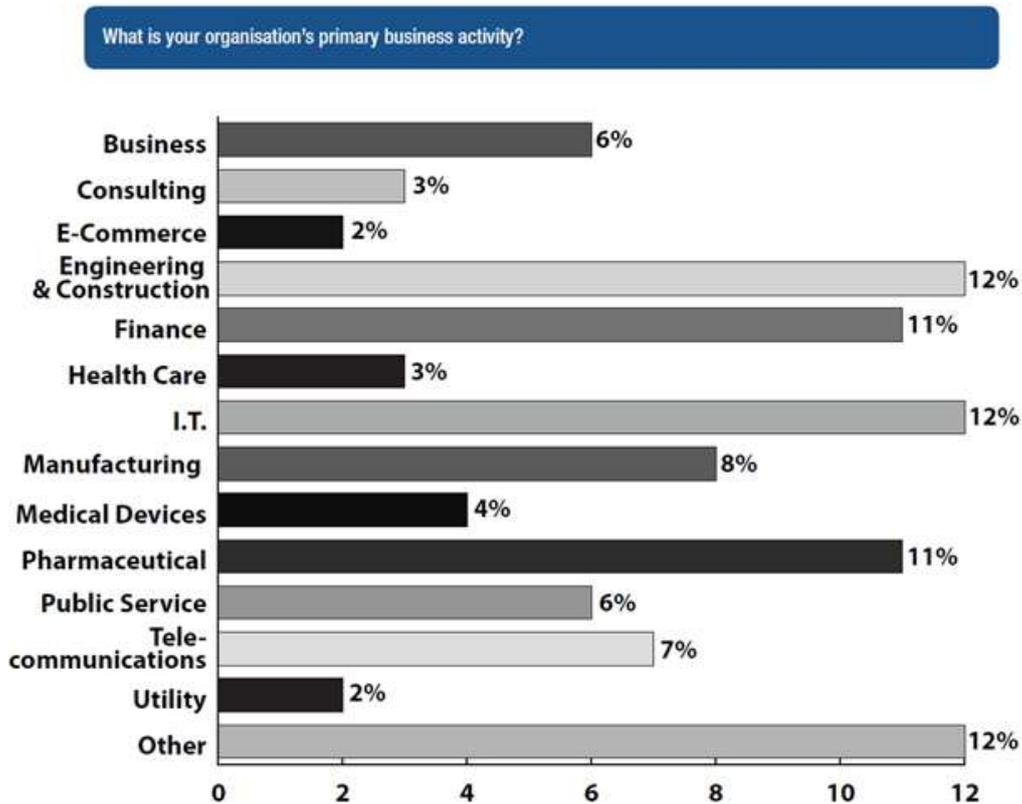
96% of attendees possess a third level qualification ranging from a Diploma (3 year programme) to a Ph.D



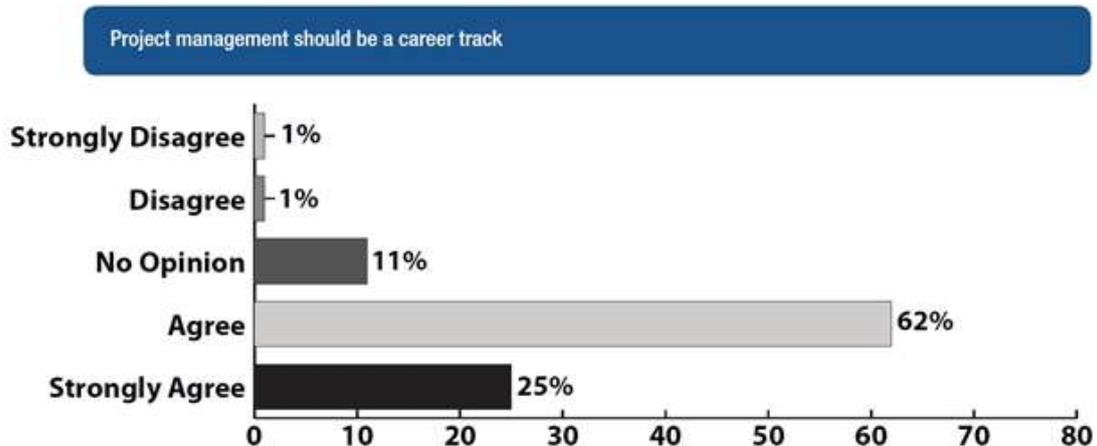
88% of attendees possess primary degrees from the three broad disciplines Engineering, Business and Information Technology



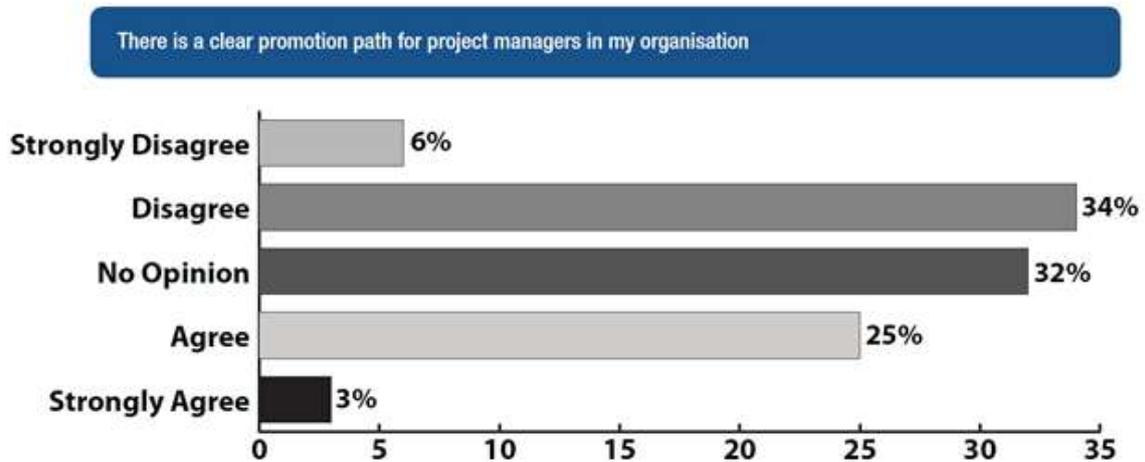
Even though their primary degrees came from the three broad disciplines referenced in the previous question, they are employed across a wide diversity of business sectors.



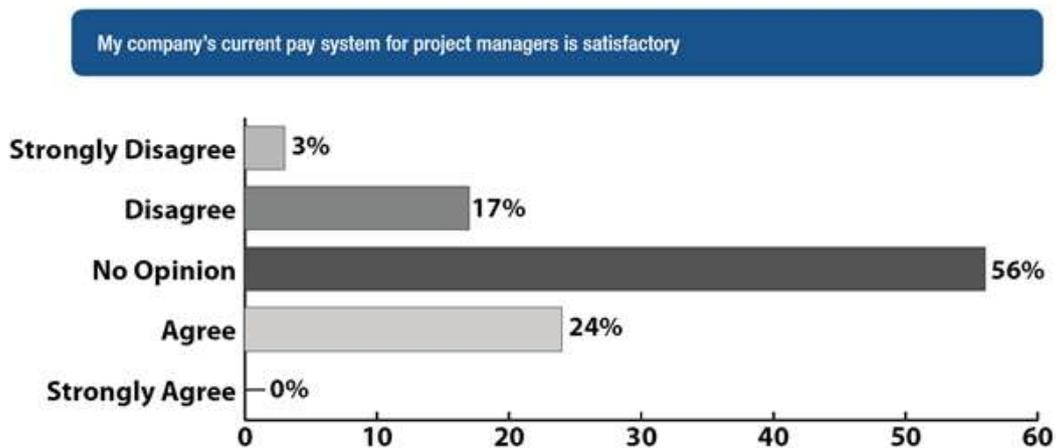
87% of participants think that project management should be a career path.



However, only 28% agree that there is a clear promotion path for project managers within their organization



And only 24% believe that the remuneration received by project managers is satisfactory.



Summary

The profiles of practitioners seeking project management education include:

- typically aged 28 to 45;
- in middle to senior management roles;
- highly qualified, with qualifications ranging from a primary degree to a Ph.D.;
- involved in projects but do not possess any formal project management training; and
- seeking to acquire both training and an internationally recognised accreditation as valuable “bolt-ons” to their existing CV.

About the Authors



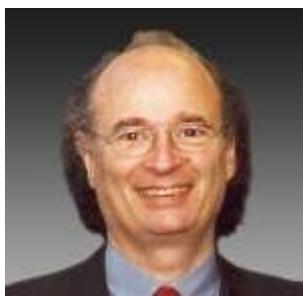
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Ed Naughton, BE, C. Eng., F.I.E.I, FIPMA, IPMA-a, PMP, is the founder and current Director General of the Institute of Project Management of Ireland, the leading authority on the PM profession in Ireland. On the international front, Ed was responsible for initiating cooperation agreements with both the PMI (Project Management Institute) USA and the IPMA (International Project Management Association). He is Ireland's representative on the IPMA council of delegates, and a former Vice President-Marketing for the IPMA. He was also the first PMP registered in Ireland. Ed has researched, published and presented many articles and papers on project management and is the author of the Irish Project Management Competence Baseline.

During his thirty year career, Ed has worked as a project manager and/or project management consultant on a large variety of high profile domestic and international assignments. Ed Naughton is a graduate of University College Dublin (BE, civil), a Fellow of the Institute of Engineers of Ireland, a Chartered Engineer (Ireland), a Professional Engineer in Canada, and holds an IPMA Level A certification. He is former founder and editor of the quarterly international publication "Project Management Practice". One of Ireland's most respected experts on the topic of modern project management, Ed is an executive advisor to PM World in Ireland. Ed Naughton was named a Fellow of IPMA in 2013. Ed lives in Dublin and can be contacted at ed@projectmanagement.ie.



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Prof. Sebastian Green joined University College Cork in 1990 as Bank of Ireland Professor of Management, specializing in Strategic Management. He was Head of the Department of Management and Marketing and was Dean of Commerce from 1998 to 2002 and the first Executive Dean of Commerce from 2003 to 2004. He re-launched the MBA at UCC in 1991 and was its director from 1991 to 1996 and from 2000 until 2004.

Prior to coming to UCC he was Senior Lecturer in Strategy at Victoria University of Wellington, New Zealand and before that Research Fellow in Strategy at the London Business School. He has also been an Economic Advisor at the Price Commission, London and a Research Fellow in the National Consumer Council.

Sebastian's current work focuses on Corporate Culture, Organisational Relations and Change in subsidiaries of multi-national corporations (MNCs) and in family businesses. He is also interested in the area of Strategic Project Management. Sebastian is on the editorial board of the Journal of Social Transformation and Change, and on the Knowing Field Journal. Sebastian is the author of international journal articles and books on strategy issues, corporate culture and organisation constellations.

He holds a Tavistock MA in Consultation and the Organisation, and a PhD from Sussex University in Social Anthropology, UK. Sebastian can be contacted at s.green@ucc.ie.