



41ST EDITION

2023
A/E
MANAGEMENT
COMPENSATION

BENCHMARK SURVEY REPORT

The A/E Industry's Most Trusted and Comprehensive:

- KPIs for Superior Business Performance
- Decision Data for Resource Allocation
- Proof of Best-Practices and Industry Standards

PSMJ | Resources, Inc.®

10 Midland Avenue, Newton, MA 02458 USA | (617) 965-0055 | info@psmj.com | www.psmj.com

Table of Contents

Executive Summary	3
2023 Key Results	3
Summary Results by Position	5
Base Salary	6
Bonuses.....	7
Bonus as a Percentage of Salary	8
Percentage Receiving Bonuses	9
Total Direct Compensation.....	10
Total Direct Compensation-FAR Basis	11
Salary in Relation to CEO	12
Bonus in Relation to CEO	13
Total Direct Compensation in Relation to CEO	14
Salary Increases Awarded Last Year (during 2022).....	15
Time Charged to Projects	16
Time Charged to Business Development.....	16
Direct Labor Multiplier and Revenue Factor.....	16
Overtime Worked	16
Billing Rates per Hour	18
Additional Management Fringe Benefits.....	20
Company Car	20
Professional Dues	20
Health/Social Club Dues.....	20
Educational Expenses Reimbursement.....	20
Legal/Financial Assistance	20
Paid Overtime	20
Key Person Insurance	20
Retirement Contributions.....	22
Retirement as a Percentage of Salary	22
Conducting a Compensation Study	25
Goals for Benchmarking	25
Some Helpful Tips Before Analyzing Compensation	25
Conducting a Compensation Analysis.....	26
1. Analyze Base Salary	27
2a. Use Peer Group Data for Base Salary	27
2b. Adjust Salary by Geographic Location.....	27
3. Billing Rate Data	28
4. Internal Benchmarking Against the CEO	28
5. Benchmark Your Bonuses, Benefits, and Perks	28
6. Set High Goals.....	30
7. Take Trends, Projections, the State of the Economy, and Inflation into Account.....	31
Labor Escalation Index	31
Using Inflation Indices	31

Final Thoughts	33
2023 Projections.....	35
Projected 2023 Salary Increases	35
Projected Bonuses.....	41
Projected Staff Size Changes in 2023	43
Historical Trends.....	45
Base Salary, Bonus, and Total Compensation Trends	45
Bonus as Percentage of Salary Trends	51
Historical Billing Rate Trends	54
Position Profiles	63
How to Use the Position Profiles	63
New to Benchmarking?	63
Guidelines for Using the Data	63
Some Important Definitions.....	65
Board Chair.....	67
Chief Executive Officer	79
Chief Operating Officer/Executive VP	91
Senior VP/Senior Principal.....	103
Other Principals/Partners	115
CFO/Director of Finance	127
Controller.....	139
Chief Administrative Officer/Business Manager.....	151
Director of BIM/CAD Services	163
Director of Operations	175
Director of Business Development	187
Director of Marketing	199
Director of Human Resources.....	211
Director of IT/Computer Operations	223
Branch Office Manager	235
Department Head	247
Senior Project Manager	259
Project Manager.....	271
Boards of Directors.....	285
Boards of Directors	285
External Board Members/Directors	285
Internal Board Members/Directors	288

Appendices293

Appendix A: The Survey Database.....293

 The Role of the Advisory Board.....293

 The Sample293

 Regional Data299

 Comparison to 2022 Data300

Appendix B: The Questionnaire301

Appendix C: Other Sources for Reference321

Appendix D: Index.....323