

PSMJ 2026 Management Compensation Survey: Instructions

A Few Important Notes

Unless otherwise noted, answers should reflect your firm's compensation practices/policies in effect as of January/February 2026.

IF YOU HAVE MORE THAN ONE PERSON IN A POSITION

If you have more than one individual in a position, please select a MEDIAN (mid-point) individual as representative of the group rather than using the mathematical average.

IF AN INDIVIDUAL HAS RESPONSIBILITY FOR MORE THAN ONE TITLE

Classify them into *ONE* position that is their primary responsibility or commitment of effort for the firm – pick the function on which they spend the most time (more than 50%). Please DO NOT include the same employee in both Management and Staff sections or in multiple roles, unless they are a Project Manager as noted below.

PROJECT MANAGERS WHO SPEND LESS THAN HALF THEIR TIME MANAGING PROJECTS

If PMs spend *less than 50%* of their time managing projects, include their data in BOTH the Management and Staff sections. For example, if the employee is a PM who spends 40% of their time managing projects and an Architect who charges 60% to projects, enter the entire salary/all data in BOTH the Management and Staff sections.

PART-TIME EMPLOYEES

If you are including any part-time employees' base salary data, please convert to full-time equivalents. To convert part-time staff to full-time equivalents, multiply their hourly salary rate by 2,080 hours for U.S. or 1,950 hours for Canada.

CANADIAN FIRMS

Canadian firms should report results in Canadian dollars.

YEARS OF EXPERIENCE

Measure relevant experience from the first applicable bachelor-level degree. Years in graduate school should be counted one-for-one as if the employee were working. Relevant experience gained prior to achieving a bachelor-level degree should also be counted one-for-one. Approximation is acceptable.

Metrics

NUMBER OF PEOPLE WITH THIS TITLE

Enter number of individuals in your firm with this title.

SALARY \$ PER YEAR

Enter the amount of annual base salary paid to the individual with this title, or the MEDIAN if there is more than one employee. Please do not include overtime pay.

PERFORMANCE BONUS \$

The most recent annual performance bonus paid to the individual reflecting their performance during last year (even if paid in the current year).

Please enter the MEDIAN if there is more than one employee.

If no bonus, input \$0; if you choose not to answer, leave blank.

Exclude owner distributions based on share ownership.

We are asking for only performance-based, discretionary bonuses.

If a salaried employee is rewarded/paid for extra hours worked, please include here.

PSMJ 2026 Management Compensation Survey: Instructions

BILLING RATE/HOUR

The typical billing rate for individuals in this category. This should be your quoted current rates for hourly work, before negotiations with client, including overhead and profit. Please note we are asking for dollars per hour, not the actual multiplier.

% OF FIRM OWNED

Indicate the typical or MEDIAN percentage of the firm owned by people with this title.

% CHARGEABLE TO PROJECTS

Indicate the approximate percentage of total hours (not \$) chargeable to projects during the past year by each individual.

% CHARGEABLE TO BUSINESS DEVELOPMENT

Indicate the approximate percentage of total hours (not \$) chargeable to client relations and business development during the past year by each individual.

% OVERTIME

Indicate the approximate actual overtime (not necessarily recorded or paid overtime), based on a 40-hour week during the past year by each individual. Example: a 44-hour week would be 10% overtime; 50 hours would be 25% overtime. Canadian firms, please use a 36-hour week.

ANNUAL PREMIUM FOR HEALTH INSURANCE

The average amount of firm contribution annualized for each individual, and paid as a fringe benefit.

ANNUAL PREMIUM FOR LIFE INSURANCE

The average amount of firm contribution annualized for group life insurance, and paid as a fringe benefit.

ANNUAL PREMIUM FOR DISABILITY INSURANCE

The average amount of firm contribution annualized for disability insurance, and paid as a fringe benefit.

ANNUAL PREMIUM FOR DENTAL INSURANCE

The average amount of firm contribution annualized for dental insurance, and paid as a fringe benefit.

ANNUAL PREMIUM FOR VISION/HEARING INSURANCE

The average amount of firm contribution annualized for vision/hearing insurance, and paid as a fringe benefit. Includes eye checkups, glasses, hearing aids, etc.

COMPANY CAR

A company car is wholly owned or leased by the firm and used by the employee.

PROFESSIONAL DUES AND LICENSES

Includes professional associations such as AIA, ACEC, NSPE, SMPS, PSMA as well as state professional licenses.

HEALTH/SOCIAL CLUBS

Includes golf and country clubs, YMCA/YWCA, health clubs, etc.

CONTINUING EDUCATION

Includes college tuition reimbursement, seminars, and training courses, books, and publications.

PSMJ 2026 Management Compensation Survey: Instructions

FINANCIAL/LEGAL COUNSEL

Special individual advice for the employee, paid for by the firm as a fringe benefit.

PAID OVERTIME

Overtime for which the employee receives immediate compensation, not deferred compensation.

KEY PERSON INSURANCE

Whether there is an amount of life or disability insurance over and above the amount necessary to pay an individual, or to purchase their equity as part of an ownership transition arrangement.

FACE VALUE, GROUP LIFE INSURANCE

Indicate the face value (not annual premiums) of the average group life insurance policy for persons with this title. If no group life insurance, leave blank.

FACE VALUE, KEY PERSON INSURANCE

Indicate the face value (not annual premiums) of life/disability insurance payable to the firm for person(s) with this title. If no key person insurance, leave blank.

Management Positions

BOARD CHAIR

The senior individual in the firm who has been elevated to board chair and who currently collects a salary and works within the firm. This individual is separate from the CEO. There is only one person in this role; we are not referring to multiple board members.

CHIEF EXECUTIVE OFFICER/MANAGING PARTNER

The "top dog" in the firm. The individual with the overall day to day responsibility for the direction of the firm.

CHIEF OPERATING OFFICER/EXECUTIVE VICE PRESIDENT

The number two person in the firm, responsible for assisting the president with all the presidential responsibilities. May be responsible for day-to-day firm operations.

SENIOR VICE PRESIDENT/SENIOR PRINCIPAL/SENIOR PARTNER

One or more individuals within the firm who report directly to the executive vice president, COO or CEO. Typical duties of a senior vice president may include branch office management or discipline management. Typically have more than one Principal, Service Group Leader or Discipline reporting to them.

OTHER PRINCIPALS/PARTNERS

Other individuals in the firm who are senior-level employees, usually with some ownership interest in the firm, but do not have the same set of responsibilities as other management positions in this survey. Their focus may be on project delivery, working with clients, business development management, or high-level design or technical assignments. Typically report to the CEO/COO in smaller firms and to report to a Senior VP in larger organizations. Usually have more than one Project Manager or Studio (Group) reporting to them.

CHIEF FINANCIAL OFFICER/DIRECTOR OF FINANCE

The individual predominantly responsible for the financial aspects of the firm. Typically reports directly to the CEO and is responsible for the financial strategy of a firm.

CONTROLLER

The individual with primary accounting and reporting responsibility for the firm but is NOT responsible for setting the financial strategy of the firm.

PSMJ 2026 Management Compensation Survey: Instructions

CHIEF ADMINISTRATIVE OFFICER/BUSINESS MANAGER

The individual in your firm who is primarily responsible for the financial and personnel aspects of the firm, but who is not involved in the professional or marketing aspects of the firm. Typically reports to CEO/COO.

DIRECTOR OF BIM/CAD SERVICES

The individual in the firm who is responsible for determining how and when to apply different BIM/CAD workflows and modeling for projects, firm wide. This person establishes the firm's strategy and approach to BIM/CAD.

DIRECTOR OF OPERATIONS

The individual in the firm responsible for the overall production of work in the firm among the various disciplines and to whom project directors, department heads, and other managers report. Typically reports to CEO/COO.

DIRECTOR OF BUSINESS DEVELOPMENT

The individual with primary responsibility for setting the business development AND marketing direction in the firm. Typically this individual develops/leads the sales effort for the firm as well as oversees/develops marketing strategies when there is no separation between business development and marketing.

DIRECTOR OF MARKETING

The individual with primary responsibility for setting and implementing the firm's marketing strategy, including creating marketing collateral, putting together proposals, resumes, etc. This person is NOT typically directly responsible for the business development efforts of the firm.

DIRECTOR OF HUMAN RESOURCES

The individual in the firm with responsibility for human resources development, hiring, personnel programs and records.

DIRECTOR OF IT/COMPUTER OPERATIONS

The individual in the firm responsible for all IT computer operations.

BRANCH OFFICE MANAGER

The individual(s) in your firm who run a branch office, or a separate profit center. Typically reports to CEO/COO or Senior VP.

DEPARTMENT HEAD

The individual(s) in your firm in charge of discipline departments or other departments.

SENIOR PROJECT MANAGER

The individual(s) in your firm with full responsibility and authority to execute a project, both within the firm and in its relationship with the client. In addition to completing project tasks, this individual typically participates in marketing and selling the project, setting fees, and negotiating contracts (including additional services). Making commitments for the firm and responsibility for contracting and billing matters separate this position from the project manager position. The Senior PM may get involved in doing some of the design/technical work but this is a minority of their time commitment.

Typically reports to a Principal in larger organizations.

PROJECT MANAGER

The individual(s) in your firm who have responsibility for internal project production, but do not market or set fees. (Alternate titles Job Captain, Team Leader) Please note if PMs spend less than 50% of their time managing projects, include their data in BOTH the Management and Staff Surveys. For example, if the employee is a PM who spends 40% of his/her time managing projects and an Architect who charges 60% to projects, enter the entire salary/all data in BOTH the Management and Staff Surveys.

PSMJ 2026 Management Compensation Survey: Instructions

PROJECT MANAGEMENT OFFICER (PMO)

Oversees all of the firm's project management activities. Working with other principals, establishes and monitors compliance with the firm's project management practices, procedures and requirements. This position is a senior principal who typically reports to the CEO, COO, President, or Managing Partner.

PRINCIPAL PROJECT MANAGER (PROJECT DIRECTOR)

Has full responsibility and authority to execute major multi-million-dollar fee projects/programs, both within the firm and in its relationship with the client. This individual typically leads or heavily participates in marketing and selling the project, setting fees, and negotiating contracts (including additional services). The Principal PM may get involved in doing some of the design/technical work but this is a small minority of their time commitment. They typically report to the President or other senior executive and is often an owner of the firm.

CHIEF TECHNICAL OPERATIONS OFFICER (CHIEF ENGINEER)

Directs, oversees, and manages the technical operations team of engineers and professionals. This position is a senior principal who is responsible for the technical and design quality of all projects performed by the firm. Typically reports to the CEO, COO, President, or Managing Partner.

LEARNING & DEVELOPMENT MANAGER

Designs and implements learning strategies, including e-learning courses and in-person training. Oversees the training and development staff to ensure that training programs are aligned with organizational goals and employees' needs. Requires a professional degree in business, education, psychology, or a related field and 10+ years of related experience.

SENIOR CONSTRUCTION MANAGER

Oversees the managerial direction of major projects where technical complexity is at the highest level and client/owner relationships are of great importance, sensitivity, and impact to the firm. Accountability includes timely and satisfactory completion of construction projects, assuring satisfactory client service. Participates in business-development activities, key field-position staffing, project plans, objectives setting/performance evaluation, and related management activities. Requires a professional engineering degree in an applicable discipline with at least 10 years' experience in construction management.

CONSTRUCTION MANAGER

Responsible for supervising, directing, and coordinating construction management of private and/or public sector projects including direct liaison with owner, designers, and contractors regarding project feasibility, cost, staffing, completion, and maintenance. Negotiates pricing/fee with project owner; formulates and implements budget and work plans; prepares project-status reports; and oversees the review of plans and drawings in accordance with contract documents. Requires a professional engineering degree in an applicable discipline with at least 6 years' experience in construction management.

LAND SURVEYOR (LICENSED)

Initiates and completes both preliminary and final land surveys. Ensures accuracy of measurements of topographical features to determine property boundaries, the precise location of roads or buildings, and proper depths for building foundations. May supervise the activities of survey crews and provide training to staff. Must be a Licensed Land Surveyor with a minimum of 6 years of broad survey experience.

DIRECTOR OF INNOVATION/CHIEF INNOVATION OFFICER

The individual in the firm who has direct responsibility for leading the strategic vision for technology and innovation as well as the development and deployment of technology and related innovation initiatives.

Salary Increases & Projections

EXPECTED SALARY INCREASES/DECREASES - For each group of staff, please indicate the average increases in salaries (raises) you plan to give or have given for 2026.

ACTUAL SALARY INCREASES/DECREASES - For each group of staff, please indicate the average increases in salaries (raises) you actually gave for 2025.

EXPECTED BONUS LEVELS - Please indicate if you expect firm bonus payments to increase, decrease, or remain the same in 2026 when compared to last year.

EXPECTED STAFF SIZE INCREASES/DECREASES - Please indicate the percentage change in firm staff level (number of employees) you expect in 2026. Note that staff decreases would be a negative percentage change.

Board Members/Directors

For **BOARD SECTION**, we're referring to **EXTERNAL** board members or directors that are **NOT** employees of the firm. Please note we are referring to actual board members who vote on board actions, not outside advisors to the board. Please **DO NOT** include external board members/directors in total number of staff in firm (Firm Information section).

EXTERNAL BOARD MEMBERS/DIRECTORS - external board members or directors that are **NOT** employees of the firm. Please note we are referring to actual board members who vote on board actions, not outside advisors to the board.

NUMBER OF EXTERNAL BOARD MEMBERS/DIRECTORS - please indicate the number of external members of your firm's board. These individuals **ARE NOT** employees of the firm. Please note we are referring to actual board members who vote on board actions, not outside advisors to the board.

AVERAGE FEE PAID PER BOARD MEETING If you are paying fees for external board members/directors to attend board meetings, please enter the average fee paid per meeting. If there is more than one external board member, enter the **MEDIAN** fee paid. If you are not paying a fee, please enter \$0.

EQUITY RETAINER GRANTED Any annual equity grants made to external board members/directors for board service, or the **MEDIAN** value if there is more than one individual with this title. If you are not paying a fee, please enter \$0.

ADDITIONAL CASH RETAINER PAID Any annual cash payment made to external board members/directors for board service in addition to payments to attend Board meetings. If there is more than one external board member, enter the **MEDIAN** fee paid. If you are not paying a fee, please enter \$0.

COMMITTEE FEES Additional cash compensation paid to external board members/directors for service on a committee of the board of directors, either as a member or chairperson. Or the **MEDIAN** value if there is more than one individual with this title. If you are not paying committee fees, please enter \$0.

TRAVEL EXPENSES We'd like to know if firms are reimbursing **EXTERNAL** board members/directors for travel expenses.

PSMJ 2026 Management Compensation Survey: Instructions

INTERNAL BOARD MEMBERS ADDITIONAL CASH COMPENSATION We're referring to INTERNAL board members or directors that ARE employees of the firm. Please include internal board members/directors in total number of staff in firm in the Firm Information section.

Any additional cash compensation paid to INTERNAL board members or directors (firm employees) for service on a committee or the board of directors, either as a member or chairperson. Or the MEDIAN value if there is more than one individual with this title. If you are not paying additional compensation specifically for performance of board activities, please enter \$0.

Firm Information

TOTAL NUMBER OF STAFF - We want to establish the current size of your firm. Please indicate the current total number of employees, including all professional staff, technical staff, clerical and administrative staff, partners/principals, and the full-time equivalent for part-time staff, seasonal help, and paid interns. (To convert part time staff, seasonal help, and paid interns to full time equivalents, divide by 2,080 hours for U.S. or 1,950 hours for Canada.) Count full-time employees who work more than 2,080 hours as one employee.

PROFESSIONAL SERVICES OFFERED IN-HOUSE - We want you to identify your firm type, based on the services you provide in house. You must choose only one of the types listed. Note: we are interested in your primary service type. If you are an engineering firm which does both prime and sub-consulting, please indicate the type that represents a majority of your work.

GEOGRAPHIC REGION - Indicate where you do the majority of your work (more than 50%).

All US: No one region represents more than 50% of your work.

Midwest: Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin.

West: Alaska, California, Hawaii, Oregon, Washington.

Northeast: Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont.

Southwest: Arizona, New Mexico, Oklahoma, Texas.

South: Alabama, Arkansas, District of Columbia, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, West Virginia.

Mountain: Colorado, Idaho, Montana, Nevada, Wyoming, Utah.

Canada: Anywhere in Canada. Please use Canadian dollars for all dollar responses.

International: More than 50% of work is outside US or Canada. Including US and Canadian possessions.

PORTION OF TOTAL REVENUES DERIVED BY CLIENT TYPE - We would like to know if you do most of your work for **private sector** owners of projects, including commercial, industrial, housing and/or other private-sector facility owners. Precise accuracy is not needed— round to the nearest 5%. We would like to know if you do most of your work under the rules of **governmental agencies**. Please report state and local government work together with federal as government work. Precise accuracy is not needed Round to the nearest 5%.

ANNUAL NET REVENUES - Gross revenues after deducting subconsultants & direct expenses for FYE 2025.

ANNUAL GROSS PAYROLL - Total annual payroll before withholdings and/or bonuses for FYE 2025.

OPERATING PROFIT - Operating profit before taxes and all discretionary distributions (year-end bonuses) for FYE 2025.

PSMJ 2026 Management Compensation Survey: Instructions

RETIREMENT PAYMENTS - Total firm payments to qualified retirement plan(s) for fiscal year-end 2025. This includes firm payments for 401(k) matching, contributions to retirement profit sharing plans or firm paid contributions to any other retirement or deferred compensation plan (including ESOP contribution). Include total dollar amount paid by the firm for all employees, firm wide. Do not include any discretionary bonuses or owner distributions.

ESOP - Does your firm have an IRS Approved Employee Stock Ownership Plan (ESOP)? ESOPs are not applicable in Canada.

WBE & MBE - Is your firm a Women's Business Enterprise (WBE) or Minority Business Enterprise (MBE) as certified by some government body?