

2019

SCRUM MASTER TRENDS

An update to Age of Product's 2017 Scrum Master Salary Report following the profession's most comprehensive survey ever conducted



presented by



AGE of PRODUCT
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2019

SCRUM MASTER TRENDS

This booklet has been formatted to be viewed electronically.

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The top trends of one of this century's most lucrative job roles

The role of the Scrum Master has become increasingly popular and important in recent years. In 2018, Glassdoor continues to include Scrum Master in their list of highest paying jobs¹ — ranking at Number 20 with a median salary of \$98,239 USD², it's climbed two spots since 2017. LinkedIn also included Scrum Master in its 2019 Most Promising Jobs list³. With the growth of Agile and Scrum as a whole, this does not come as a surprise.

1. Glassdoor, Inc. "[25 Highest Paying Jobs in America](#)".

2. United States Dollars

3. Pattabiraman, Kumaresh. "[LinkedIn's Most Promising Jobs of 2019](#)". LinkedIn, 10 Jan 2019.

To gain broader perspective and to increase their reach and the number of survey participants as compared to what they achieved for 2017's Scrum Master Salary Report, Age of Product partnered with Scrum.org — and grew the number of survey participants worldwide from more than 500 in 2017 to more than 2,100 in 2018. Now titled Scrum Master Trends, this new report covers not only salaries but also many of the trends affecting the profession. Herein you'll find facts and statistics not readily available anywhere else, and clarity on a number of issues likely to be of concern to Scrum Masters and others who work as members of agile teams:

- Trends in gender equality
- Trends in the use of agile frameworks, practices, and techniques
- The use of agile scaling frameworks
- Trends in agile adoption
- The importance of Scrum and Agile training and certification

Survey participants

Geography

Participants in the 2018 survey came from 87 different countries all over the globe. The top countries this year included the United States, Germany, the Netherlands, India, the United Kingdom, Canada, Poland, France, Brazil, and Australia.

Participants by country



Australia **2%**



France **3%**



Netherlands **7%**



USA **28%**



Brazil **3%**



Germany **9%**



Poland **3%**



Canada **4%**

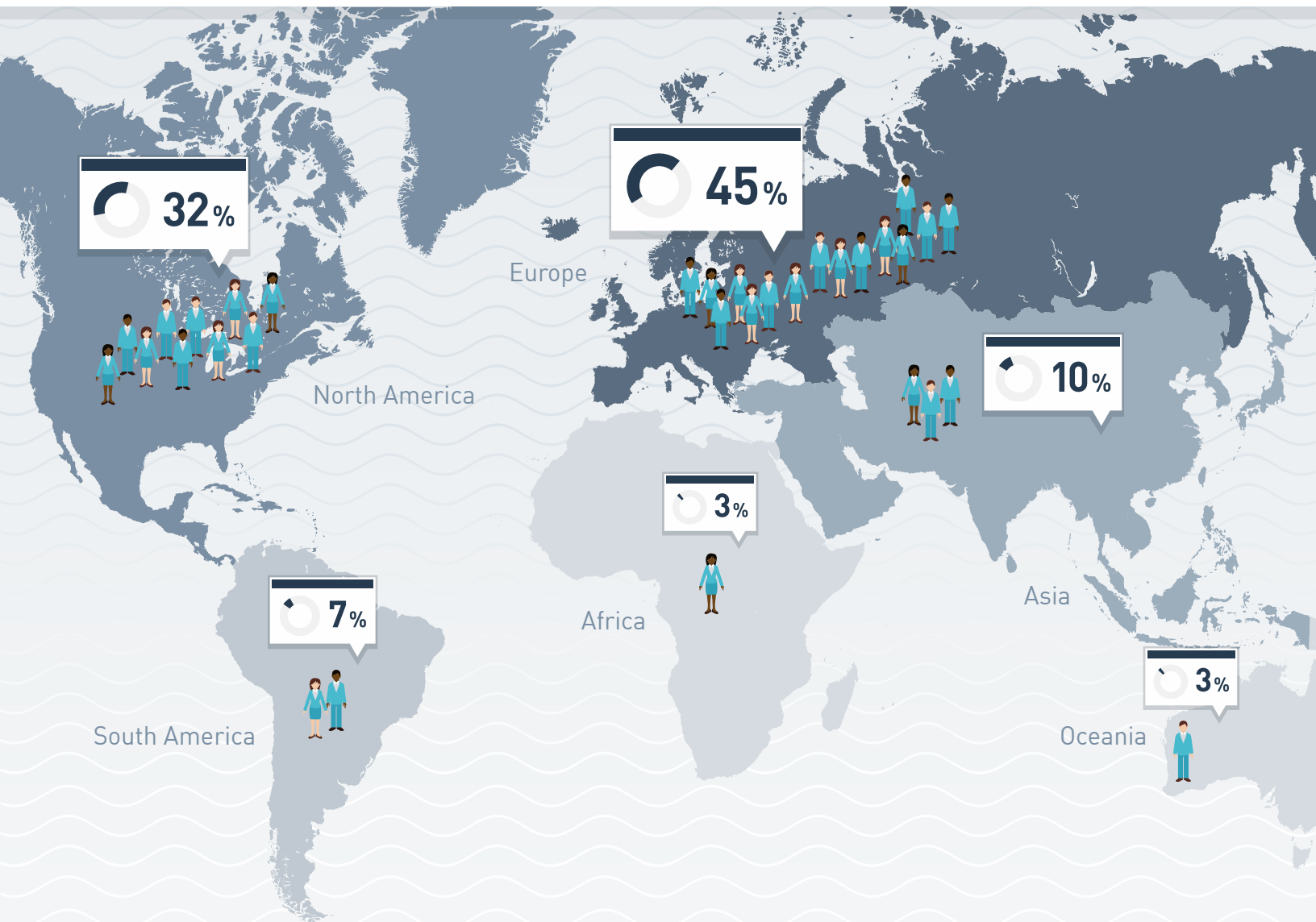


India **7%**



UK **6%**

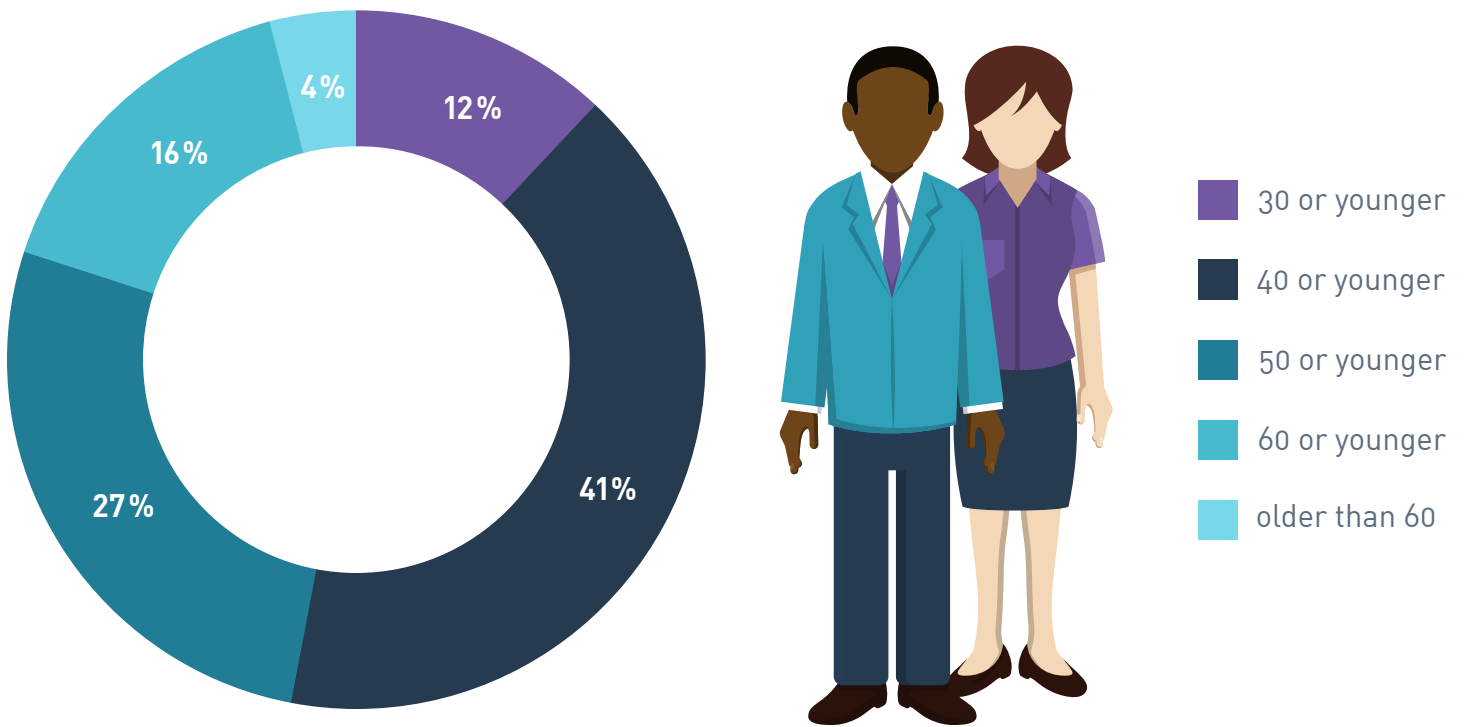
Participants by region



Age

Although the ages of survey participants were diverse, almost half of participants were between 30 and 39 years of age. Age distribution was similar between male and female participants.

Participants by age



Gender

The male to female ratio among participants did not change in comparison to the 2017 survey. However, when you look at the ages of the participants, the younger generation of females is catching-up — which looks promising for the future.

Participants by gender



29%

female

30 or younger **17%**
 40 or younger **37%**
 50 or younger **24%**
 60 or younger **18%**
 older than 60 **4%**



71%

male

30 or younger **10%**
 40 or younger **43%**
 50 or younger **28%**
 60 or younger **15%**
 older than 60 **4%**

Industry

33 percent of participants were in industries related to software and the internet. This was followed by 16 percent in finance and insurance, 10 percent in consulting and professional services, and 7 percent in engineering and technology.

Participants by industry

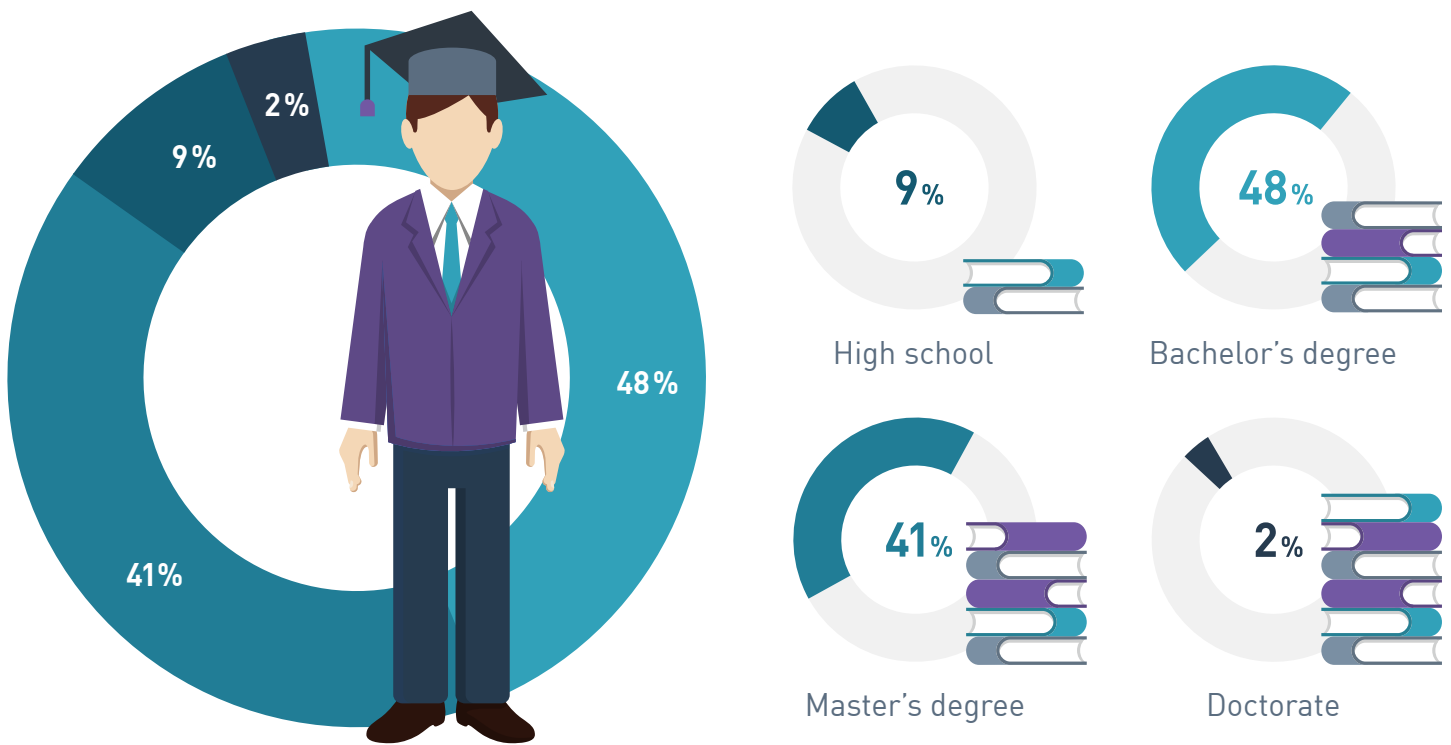
| Industry | Participants |
|--------------------------------------|--------------|
| Software and internet services | 33 % |
| Finance and insurance | 16 % |
| Consulting and professional services | 10 % |
| Engineering and technology | 7 % |
| Telecommunications | 5 % |
| Transportation | 4 % |

| Industry | Participants |
|---------------|--------------|
| Healthcare | 4 % |
| Energy | 2 % |
| Manufacturing | 2 % |
| Media | 2 % |
| Defense | 1 % |
| Real estate | 1 % |

Education

The majority of both male and female participants hold either a Bachelor's or a Master's degree. 85 percent of males and 66 percent of females across all age groups have backgrounds in IT, business, or engineering.

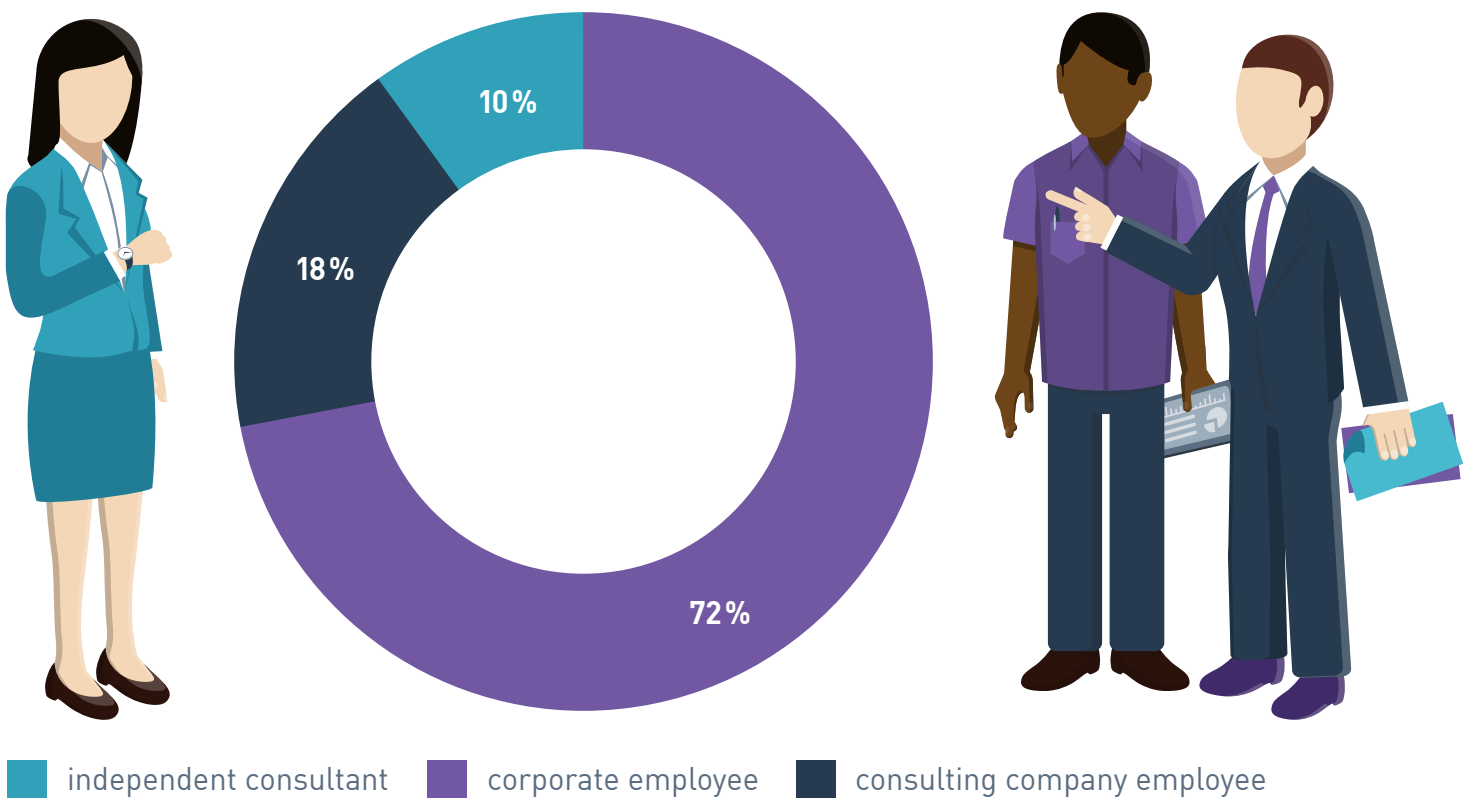
Participants by education



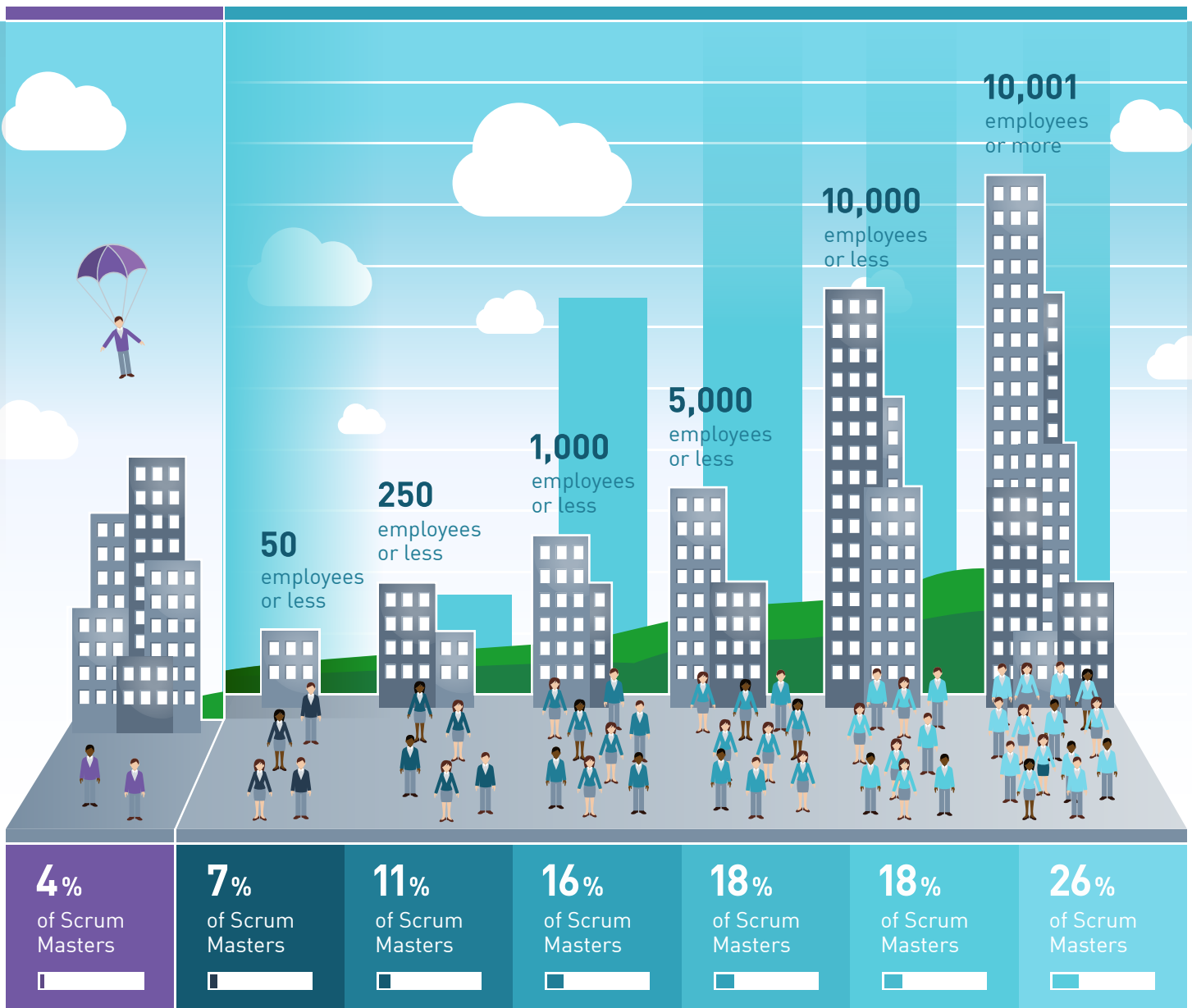
Company size and work arrangement

Participants reported working for companies of all sizes. 34 percent of the participants were working for companies under 1,000 people. Only 4 percent of participants were working with multiple clients. 72 percent of participants were corporate employees, and the remaining 28 percent were working either at consulting companies or as independent consultants.

Scrum Masters by work arrangement



Scrum Masters by size of organization



■ Scrum Masters working with multiple clients
■ Scrum Masters employed by size of organization

Agile transitions and scaling

Agile transition trends

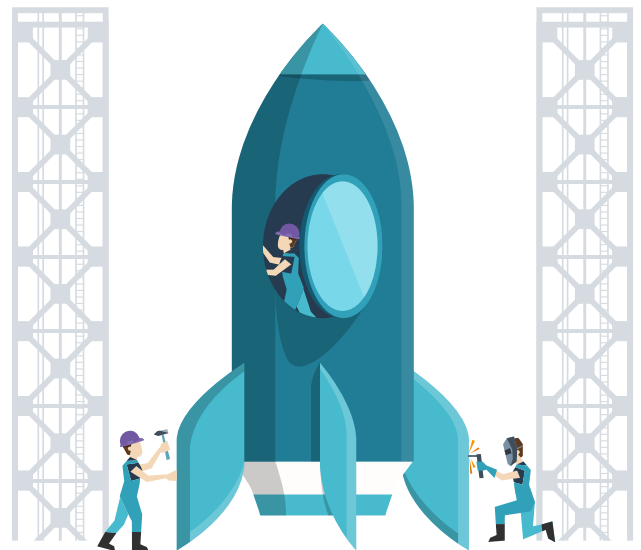
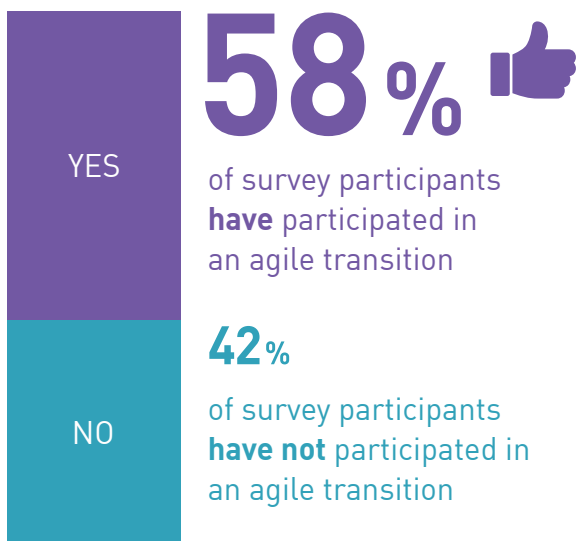
Agile transformations and transitions are top-of-mind and in-progress for enterprise and small to midsize organizations alike. Economist Carlota Perez describes these transitions as a common-sense response to the digital age:

No one today would propose a centralized, rigid, top-down organizational structure, where you cannot communicate across functions except through your bosses, but that was precisely what Alfred Sloan set-up at General Motors, to great advantage at his time. With today's communications and flexible

technologies, agile creative networks make more sense and lead to much more productivity.⁴

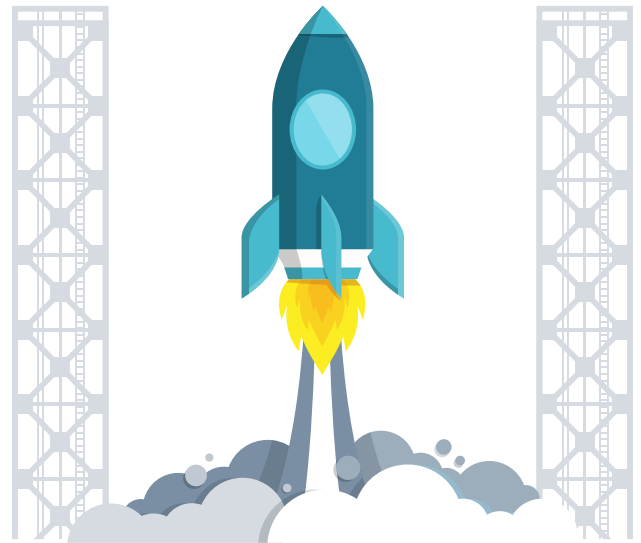
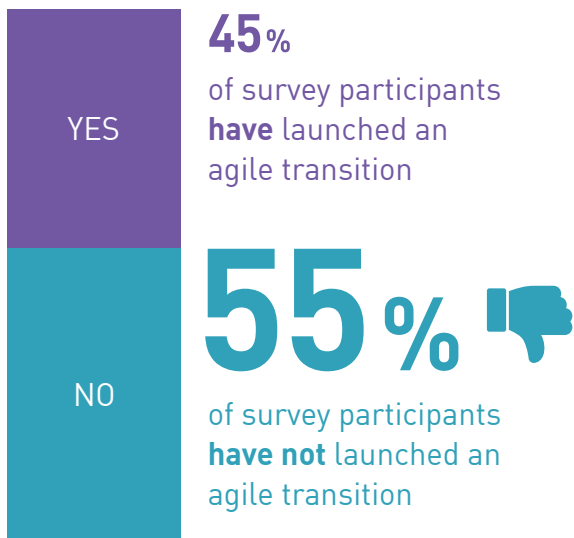
The survey results indicate that this trend will not be slowing down any time soon. Of the survey's participants, 58 percent have taken part in an agile transition. 42 percent of participants have launched an agile transition. Of those who said they were a Scrum Master, 58 percent said that they have launched an agile transition. These statistics prove that the role of Scrum Master is a prominent role in transitions, likely a result of their mandate to remove impediments and protect the Scrum Team.

Have you participated in an agile transition?



4. Kleiner, Art. "[Carlota Perez: The Thought Leader Interview](#)". Strategy+Business, 29 Nov 2005.

Have you launched an agile transition?

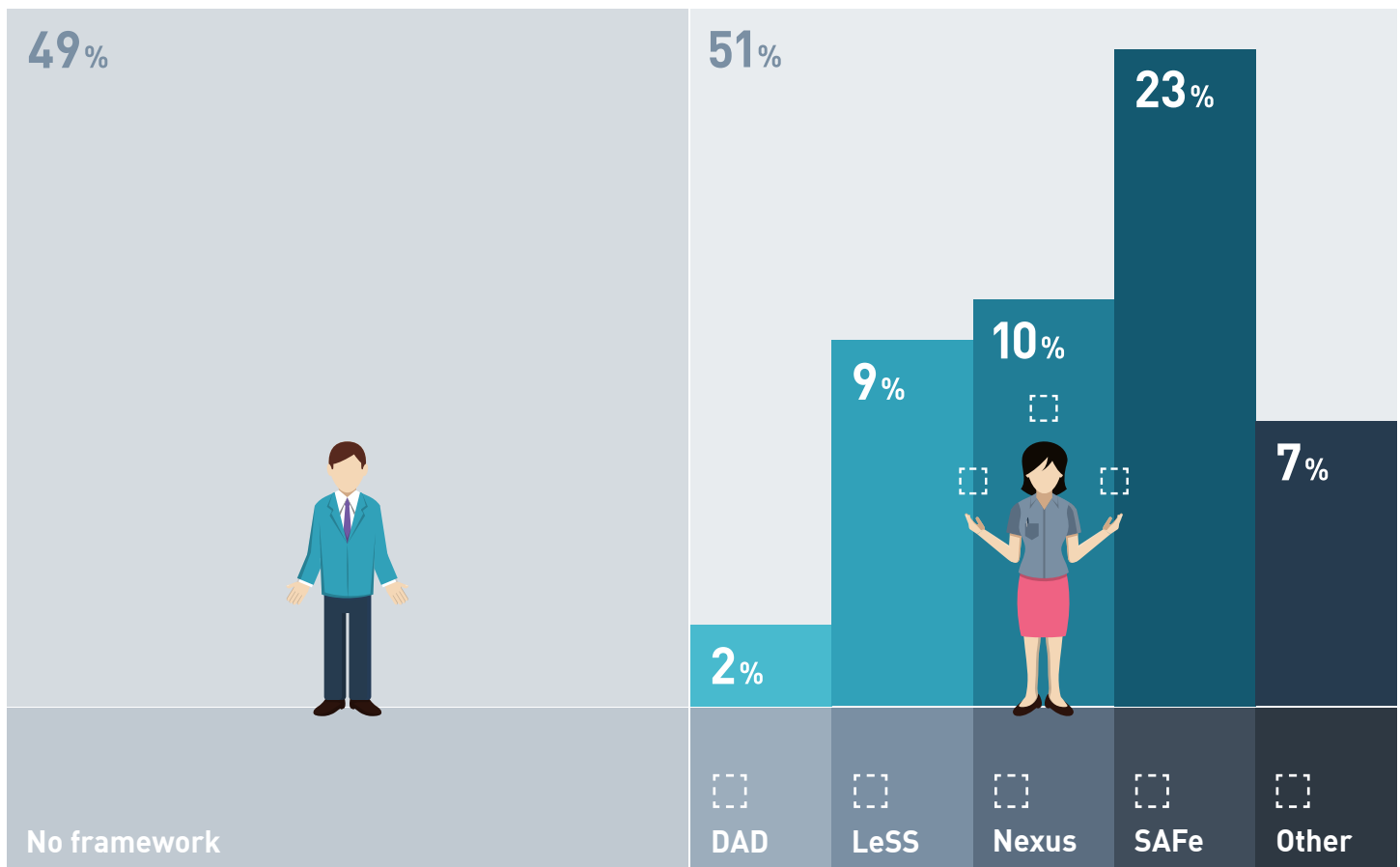


Scaling is on the rise

For enterprise-level organizations, while they are transitioning, they are also looking to scale. Nearly 50 percent of survey participants reported using a scaling framework for their agile practices. SAFe, LeSS, and Nexus were the most popular. While 71 percent of participants use a single scaling framework, 29 percent use more than one. Much like what was found with agile frameworks as a whole, organizations are combining frameworks and practices to do what is best for their teams. Of those using multiple frameworks, 39 percent used SAFe and others, 28 percent used LeSS and others, and 27 percent used Nexus and others.

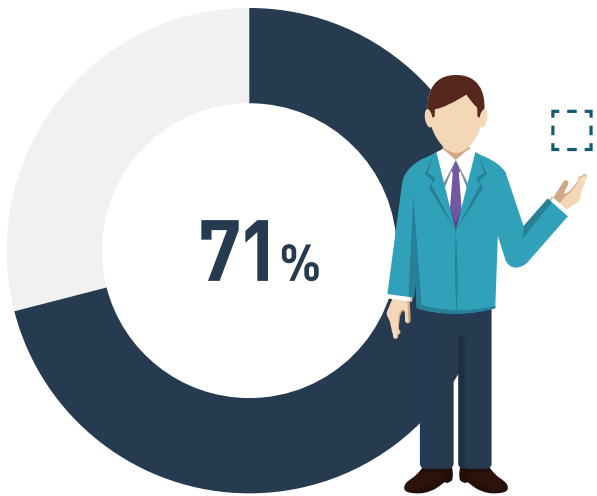
One other item in relation to scaling is the breakdown of participants that are consultants, working for consulting companies, or working for a corporate organization: 72 percent were corporate employees, 18 percent consulting company employees, and 10 percent independent consultants.⁵

Popularity of scaling frameworks

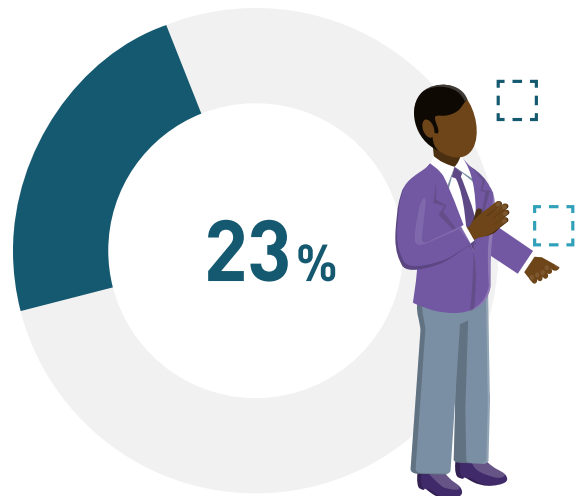


5. [Page 11](#), Scrum Masters by work arrangement

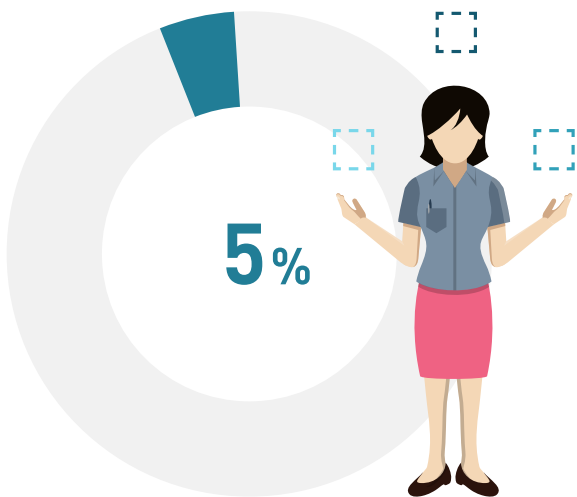
Use of multiple scaling frameworks



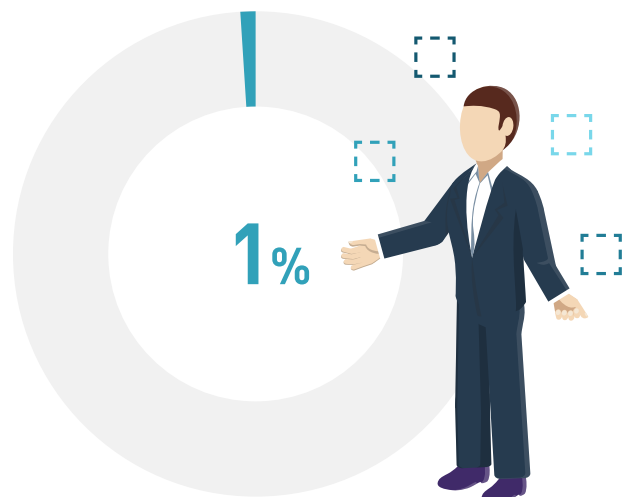
1 framework



2 frameworks



3 frameworks



4 frameworks

State of the Scrum Master

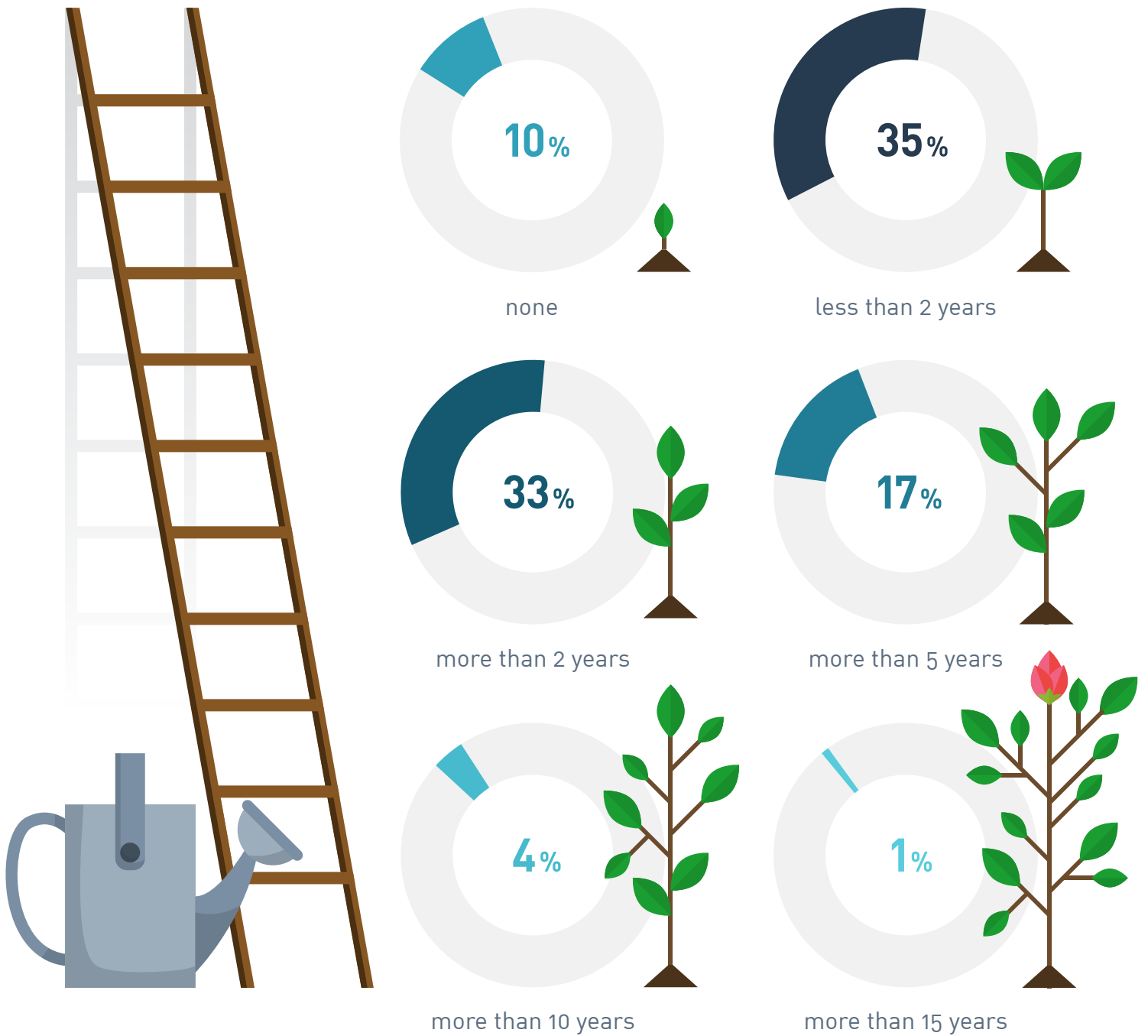
Outside of salary, this survey looks at a number of other factors indicative of trends affecting the role of Scrum Master, including the experience, education, training, and certification of Scrum Masters, the number of agile projects worked on, and the number of Scrum Teams involved.

78 percent of participants have less than five years of experience and 35 percent less than two. 50 percent of participants have worked on more than ten projects, and there was a relatively even distribution of projects from small scale (one or two teams) to complex (more than nine teams). 81 percent who have complex projects (more than nine teams) are using a scaling framework.

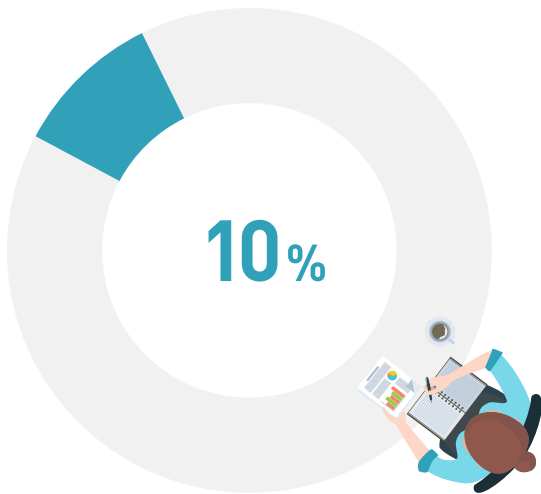
The majority of participants had been with their companies for less than six years (77 percent), yet 14 percent had been with their companies for more than ten. Formal job titles varied among participants: 39 percent held the title “Scrum Master”, 15 percent “Agile Coach”, and there was an array of others — including “Product Owner”, “Development Team Member”, and “Product Manager”. 63 percent of participants said that agile processes are owned by the “IT” or “Software Development” group within their organization, followed by “Project Management Office” (PMO) and “Product Management” — the many responses assigning ownership of agile processes to “other” indicates ownership of these processes by the entire organization.

When participants were asked what their previous role was before becoming a Scrum Master, there was a wide array of responses, including 31 percent saying “Project Manager”, 25 percent “Software Developer”, 9 percent “Business Analyst”, and 8 percent “QA”.

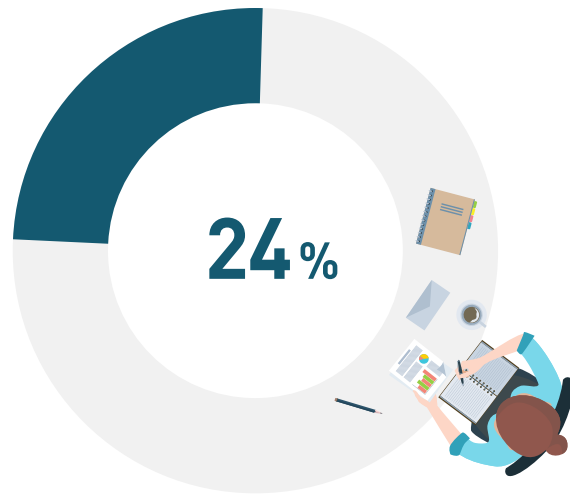
Years of Scrum Master experience



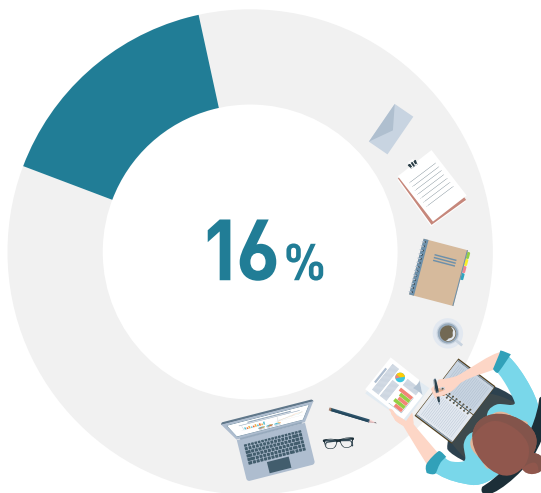
Number of agile projects worked on



less than 2 projects



more than 2 projects

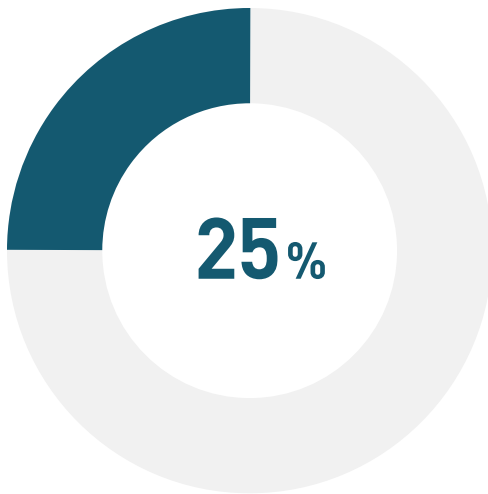


more than 5 projects

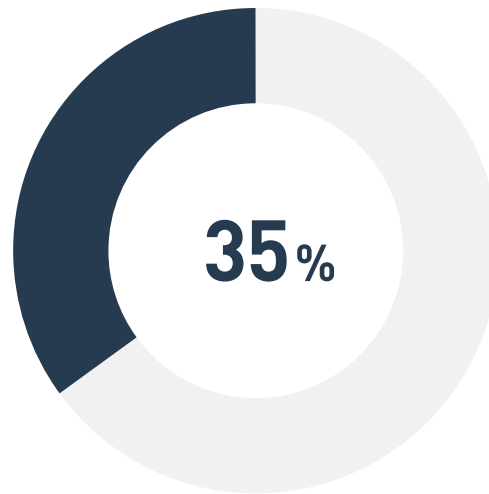


more than 10 projects

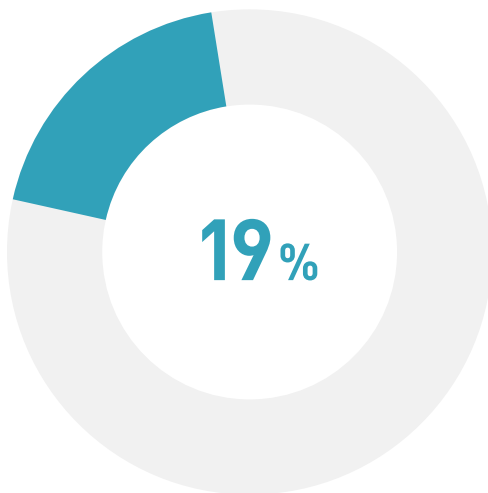
Number of Scrum Teams working together



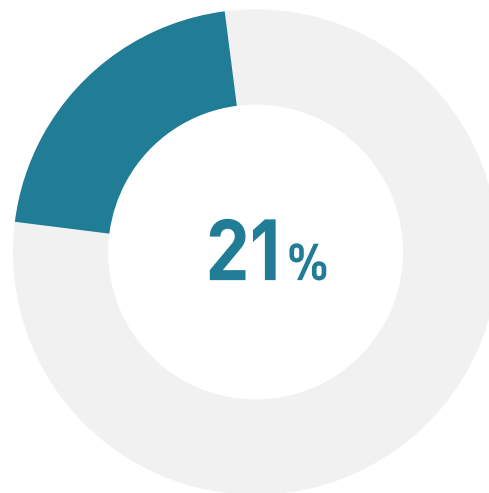
1 or 2 teams
small scale projects



3 to 5 teams
medium scale projects

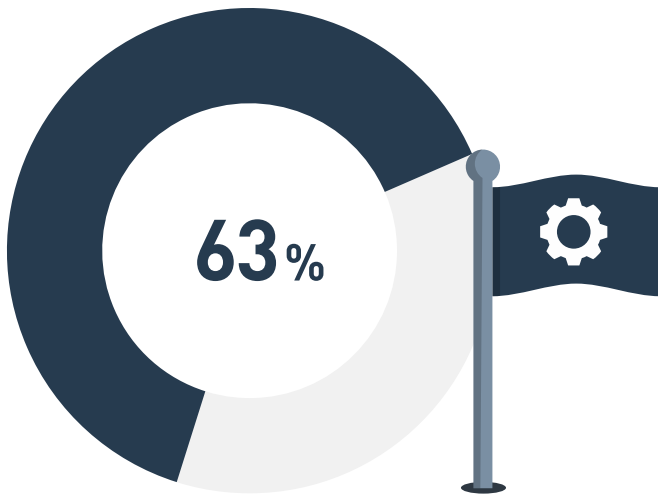


6 to 9 teams
large scale projects

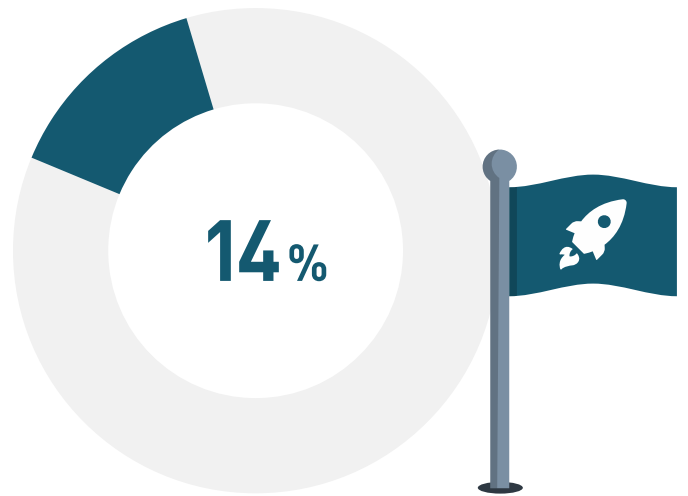


9 or more teams
complex projects

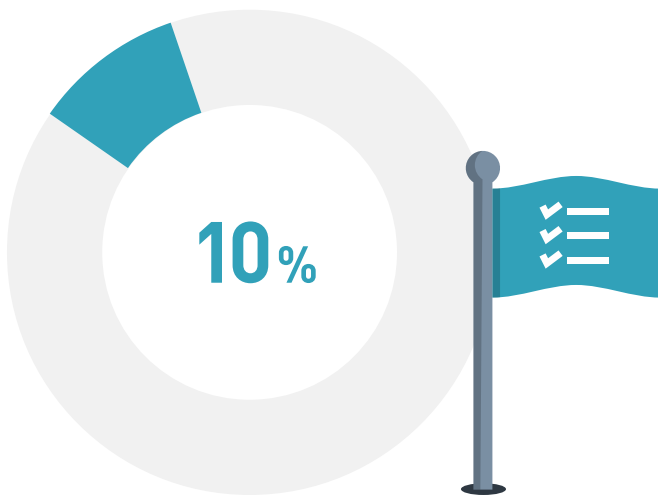
Which part of the organization is responsible for agile?



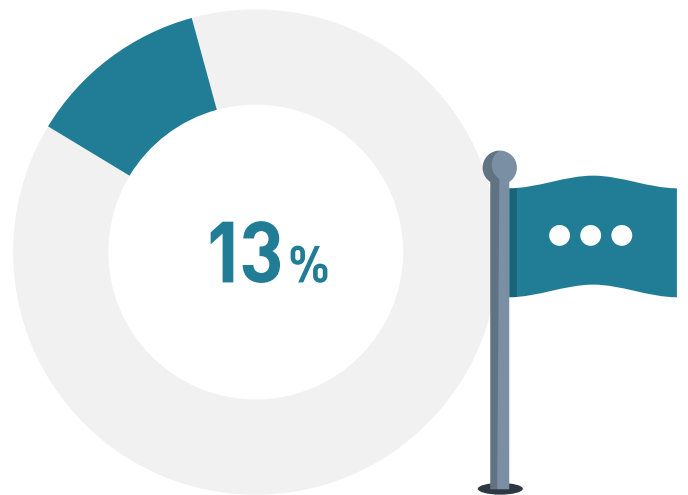
IT or Engineering



Project Management Office



Product Management



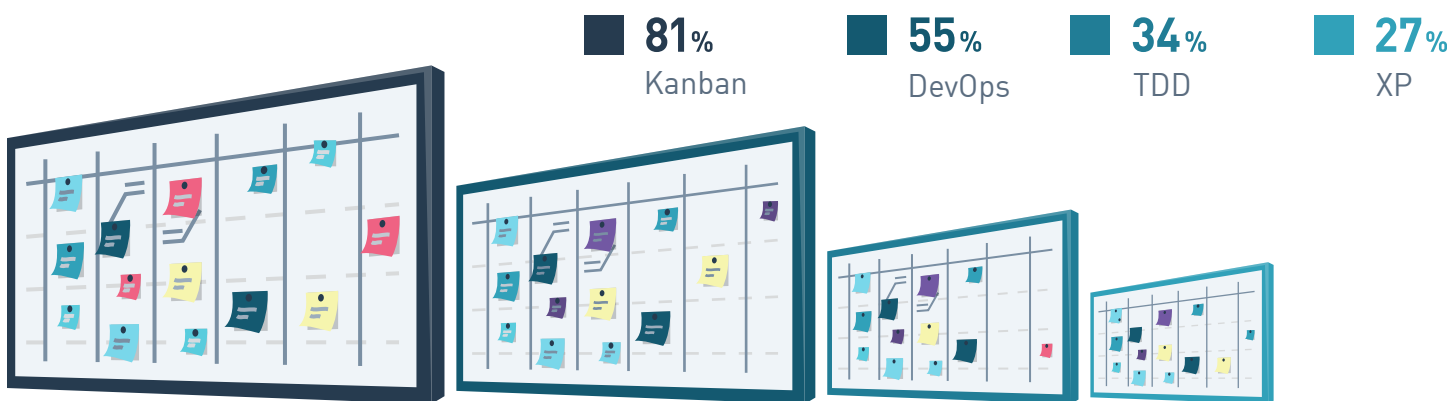
other

Complementary practices used with Scrum

Many organizations are not agile framework agnostic. Scrum is a framework in which you add practices that make sense for your Scrum Team or organization to build and define your overall process. Kanban practices, for example, can be used to enhance that overall process and improve how your Scrum Team works.

The use of Scrum with Kanban is very common within the agile community, and 81 percent of participants use Scrum and Kanban together. We also see that the use of Scrum with DevOps is very common, with 54 percent of participants using these together. This shows that there is no silver bullet when it comes to choosing an agile framework: organizations are choosing the frameworks that work best for their teams, and often adding practices from the broad variety available to help define their overall process.

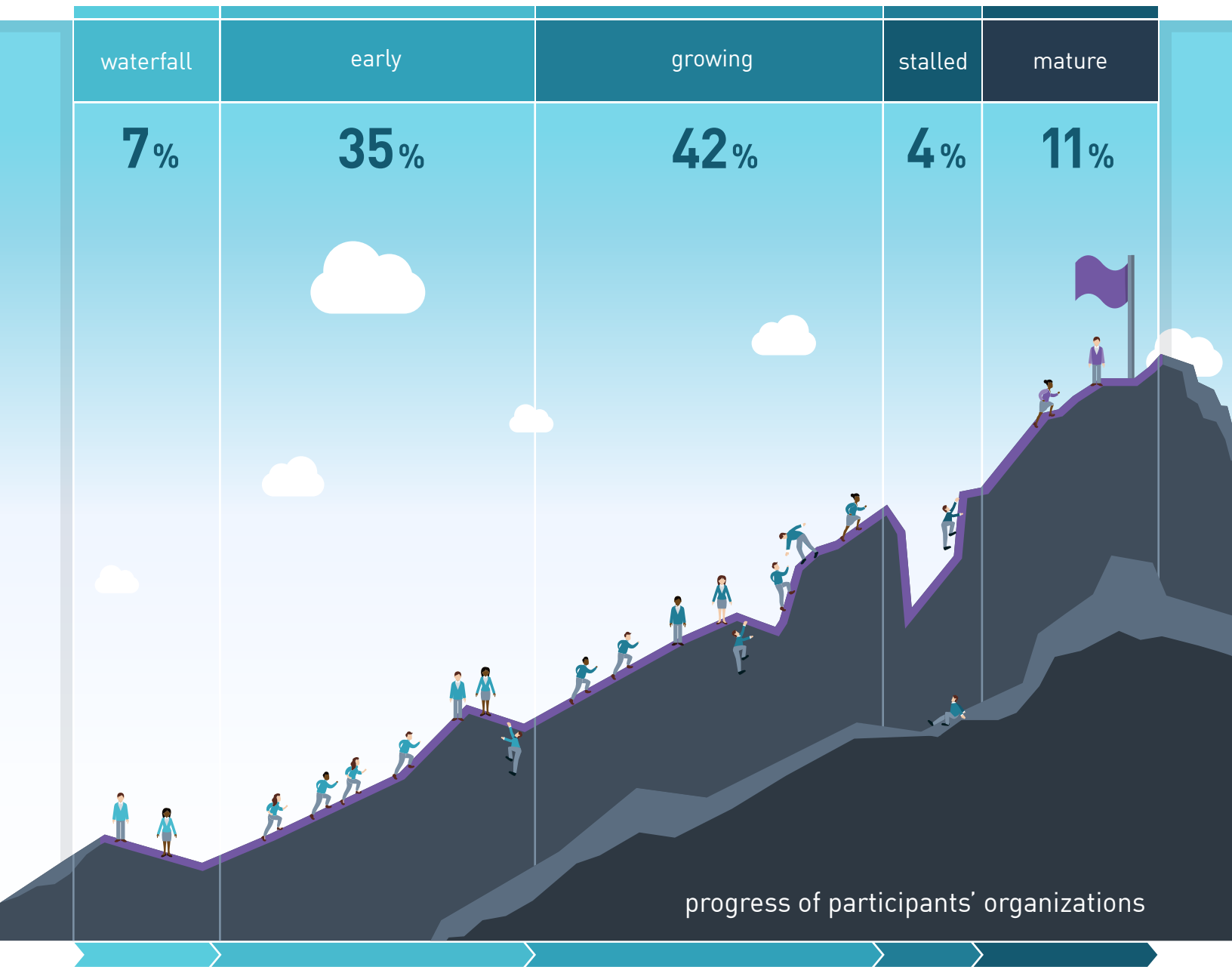
What practices do you use in addition to Scrum?



Level of agile maturity

While agile development has been around for some time, this data shows that many organizations are still in the adoption process or at the very beginning of their agile transition. This likely foreshadows the need for more Scrum Masters in the near future, considering only 10 percent of participants work in organizations with a mature agile practice.

Stages and progress of agile adoption

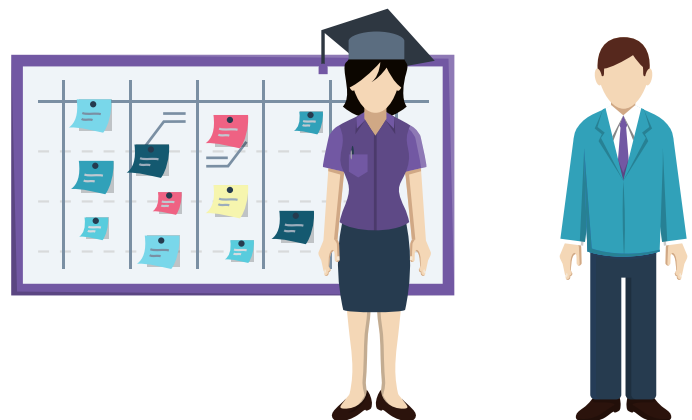
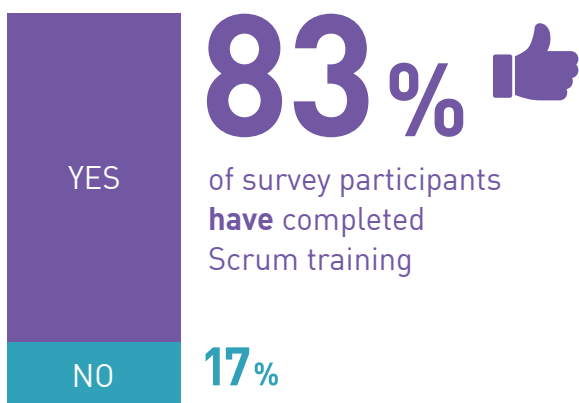


Training and certification

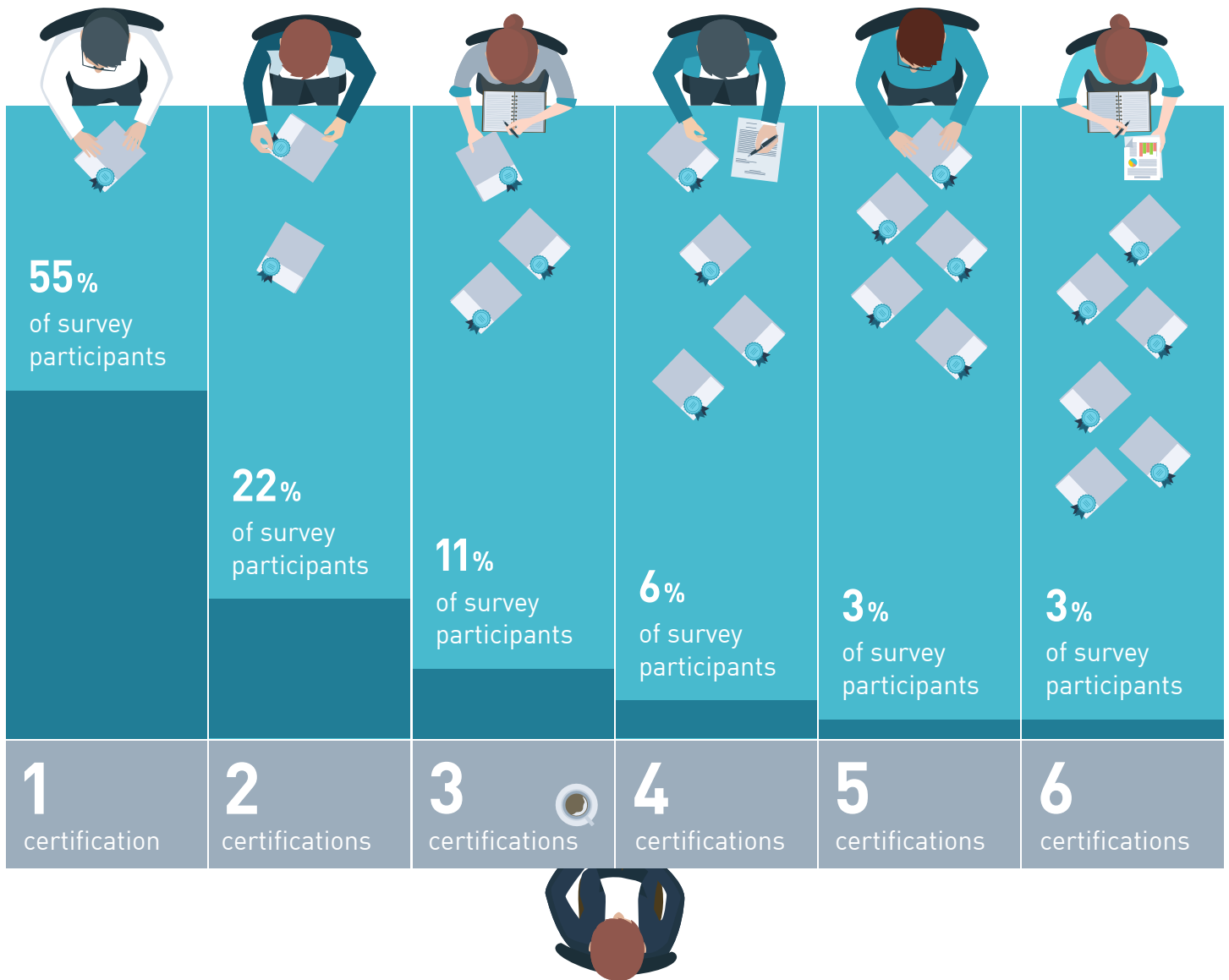
A major topic among new entrants to the agile workforce is the importance of training and certification, and the value that it has. Value in this case encompasses much more than salary: training and certification help Scrum Masters learn so that they can continue to improve.

The 2018 survey looked at Scrum and facilitation training. 83 percent of participants had formal Scrum training, and 17 percent had formal facilitation training. Only 15 percent of participants did not have a certification. 45 percent of participants had more than one certification. The top three certifications among the participants were Professional Scrum Master I (PSM I), Certified Scrum Master (CSM), and Professional Scrum Product Owner I (PSPO I).

Scrum training



Number of certifications held



Most common certifications

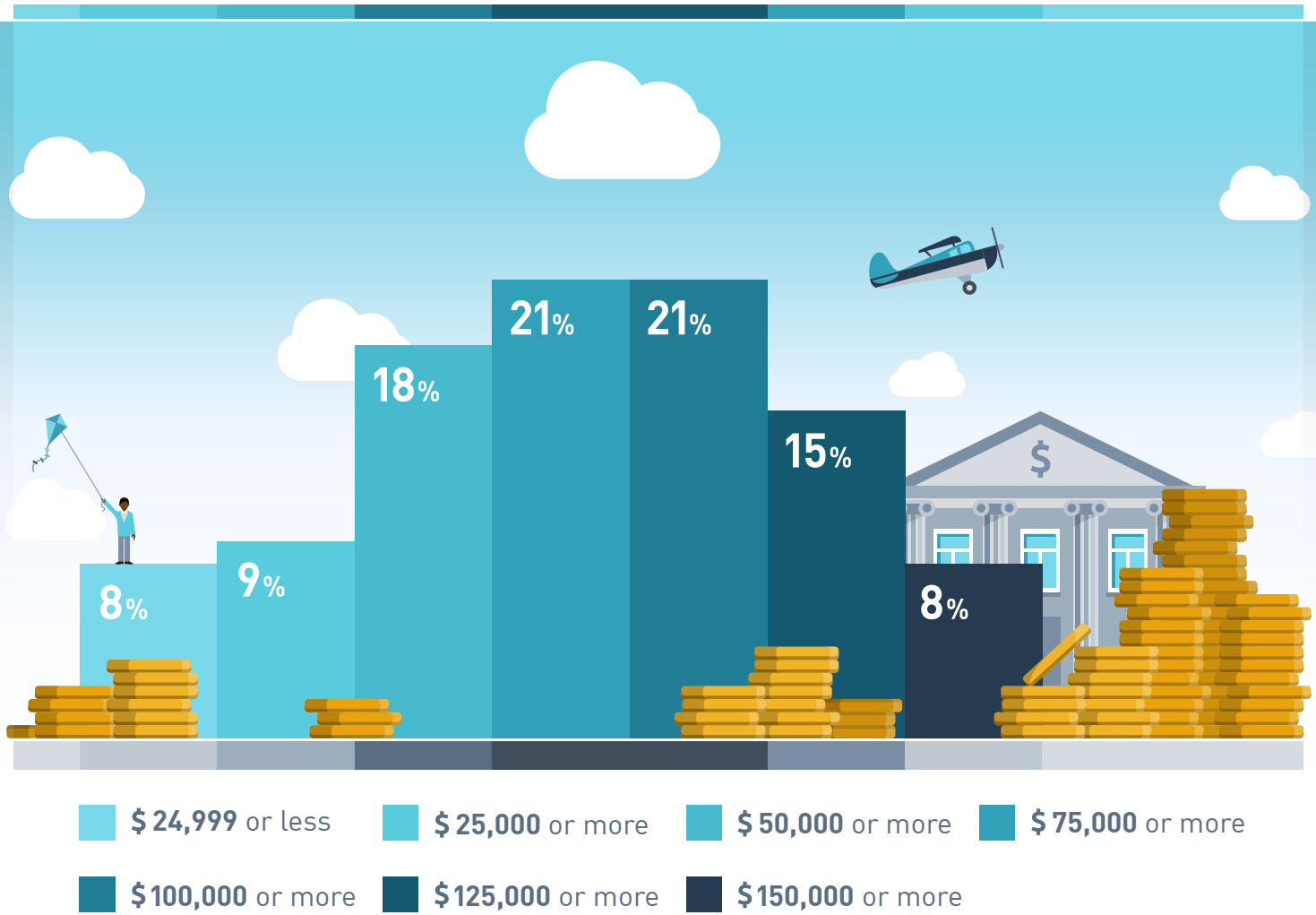
| Certification | Participants |
|---------------|--------------|
| PSM I | 53 % |
| CSM | 33 % |
| PSPO I | 16 % |
| CSPO | 11 % |
| CSP | 9 % |
| SAFe SPC | 9 % |
| PSM II | 8 % |
| PMI-ACP | 5 % |
| SPS | 5 % |

| Certification | Participants |
|---------------|--------------|
| ICP-ACC | 4 % |
| PSD | 4 % |
| PSM III | 3 % |
| CSD | 1 % |
| PSPO II | 1 % |

Salary comparisons

A very common question in the agile community is: Will education and certification make a difference when it comes to my salary in future positions? This section takes a look at that as well as other factors including gender and education. All participants provided their salary normalized in United States Dollars (USD). 55 percent of participants reported earning more than \$75,000 USD annually.

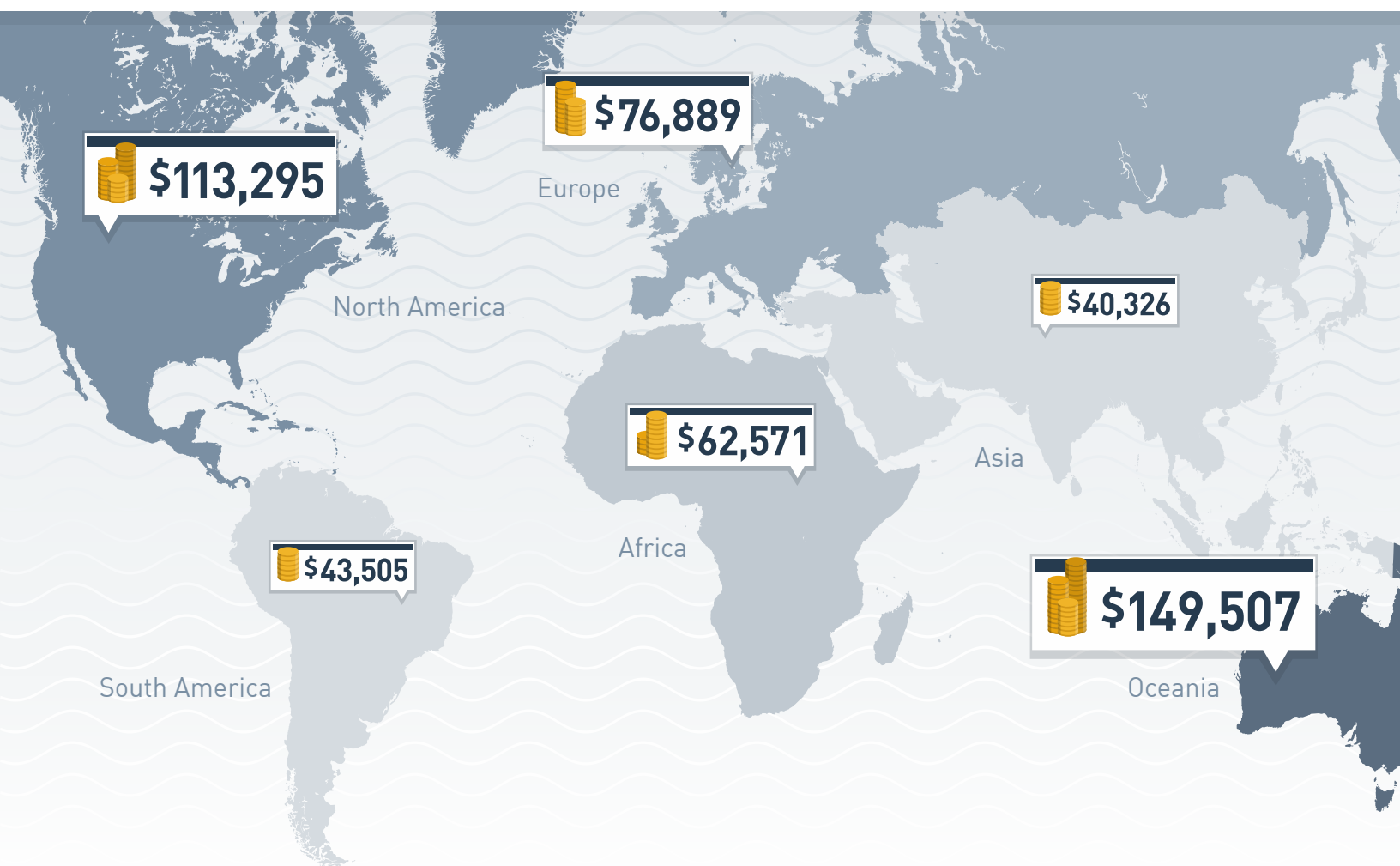
Salaries as reported by Scrum Masters



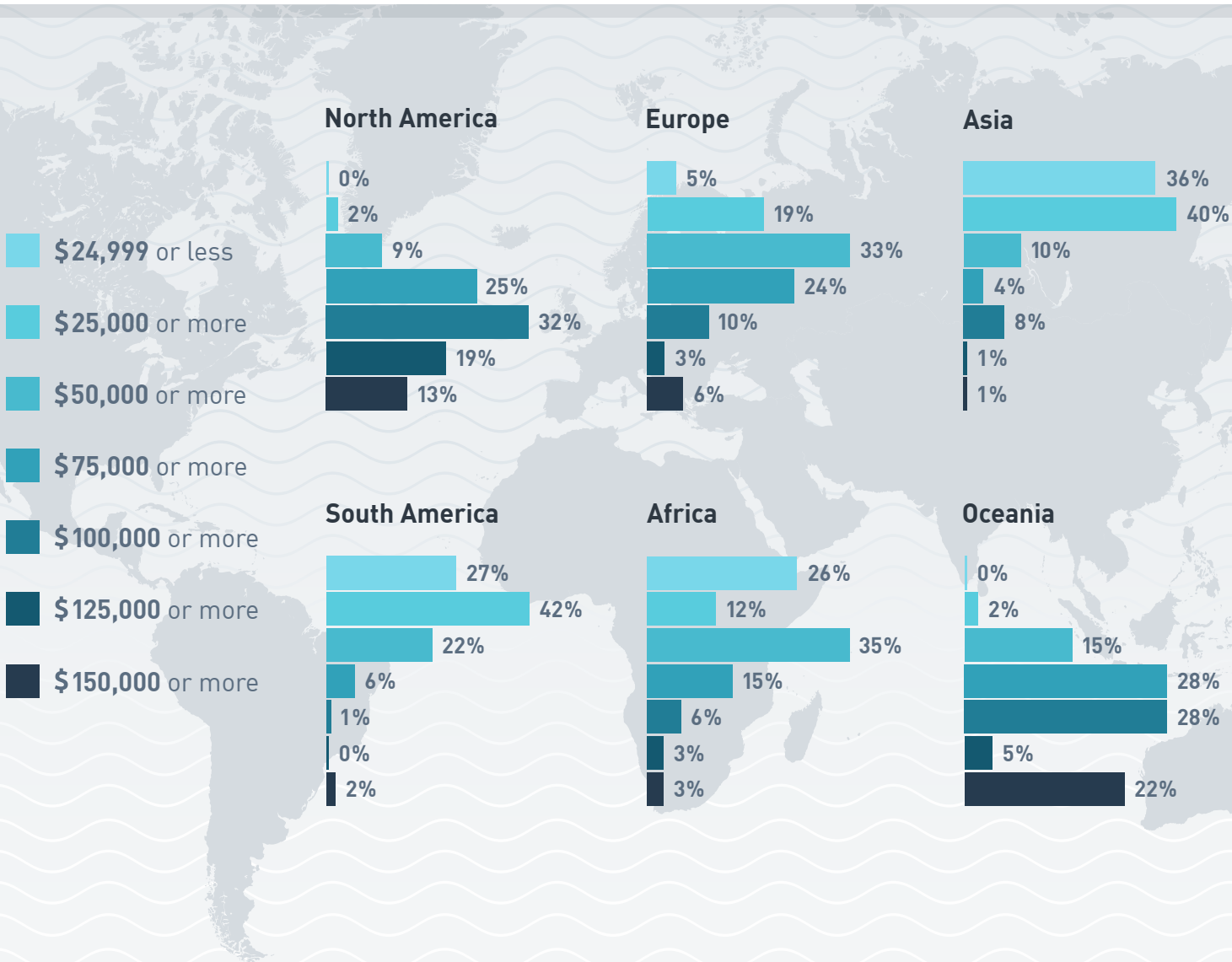
Geography

The following charts show participants' responses sorted and grouped by geography.

Average salary by region



Salaries as reported by region

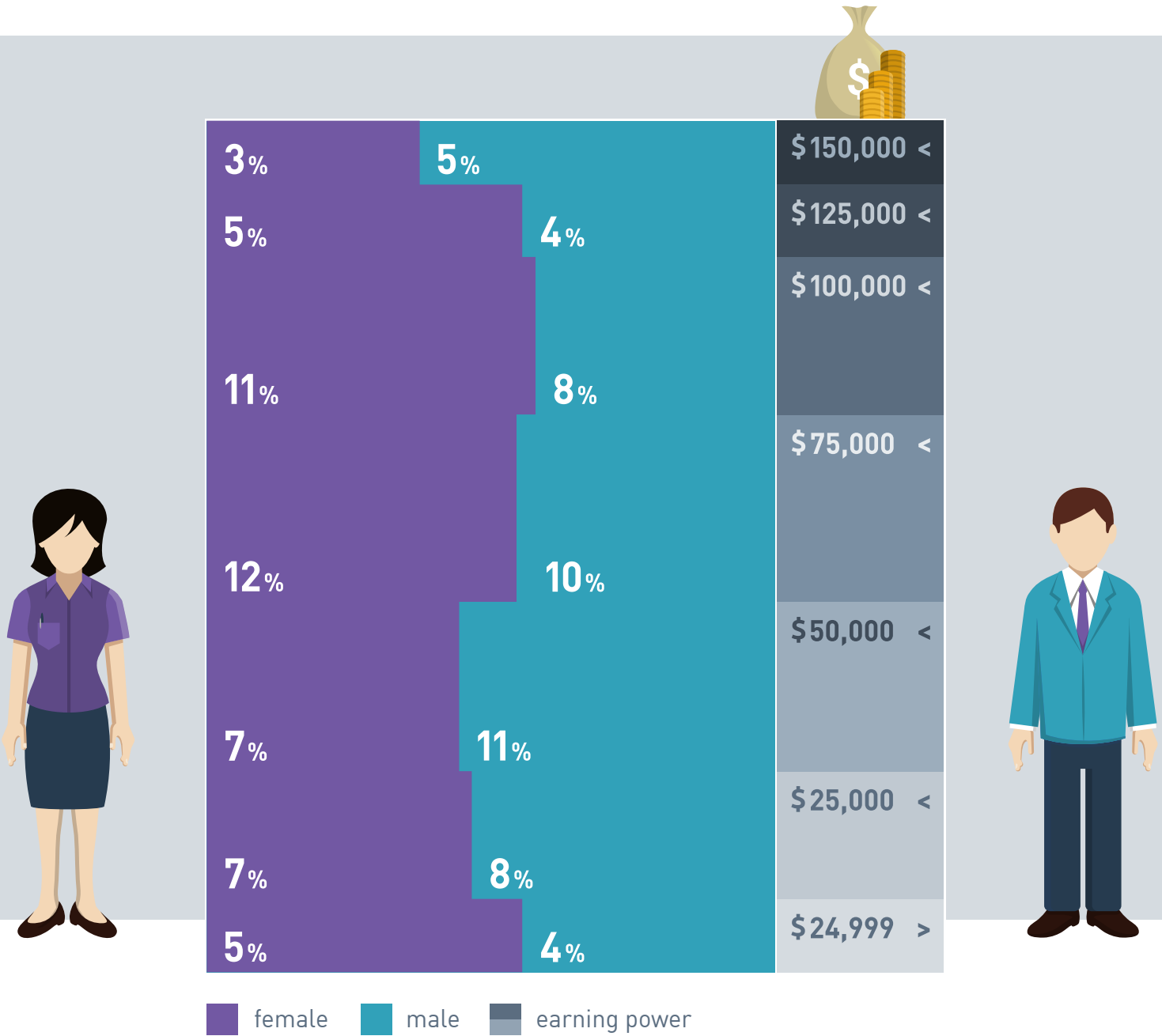


Gender

Females are surpassing males in terms of salary

There were a larger percentage of females compared to males in the \$75,000 through \$149,999 USD range. While the number of female Scrum Masters is still lower than male, they are making progress when it comes to salary and increasing in numbers overall.

Salaries by gender

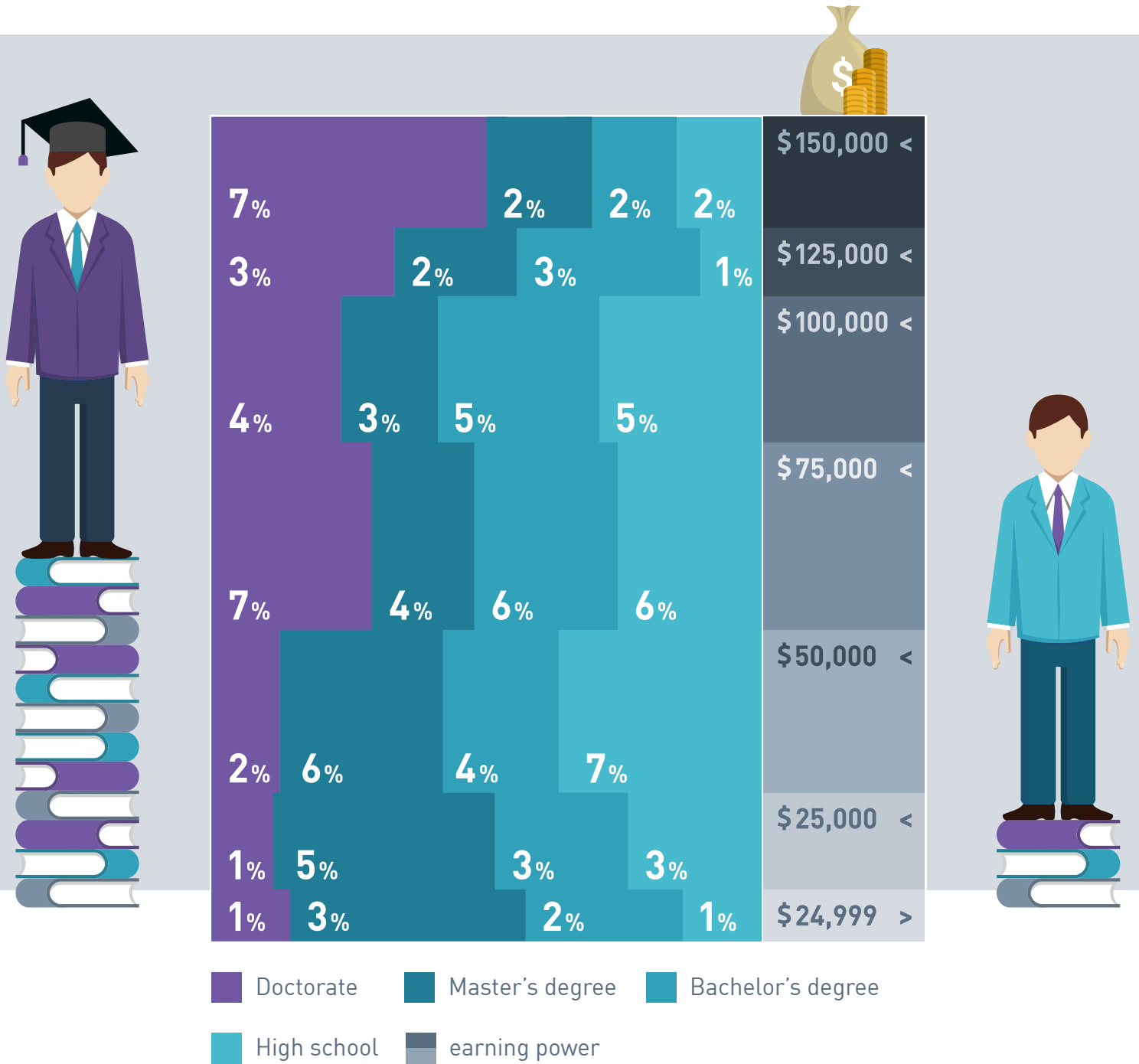


Education

A Bachelor's degree can get you far!

Similar to the findings last year on education, having a Master's degree does not seem to make much of a difference when it comes to salary if compared to having a Bachelor's degree. More people with Bachelor's degrees have higher salaries than those with Master's degrees.

Salaries by education



Training and certification

Yes, training and certification make a difference!

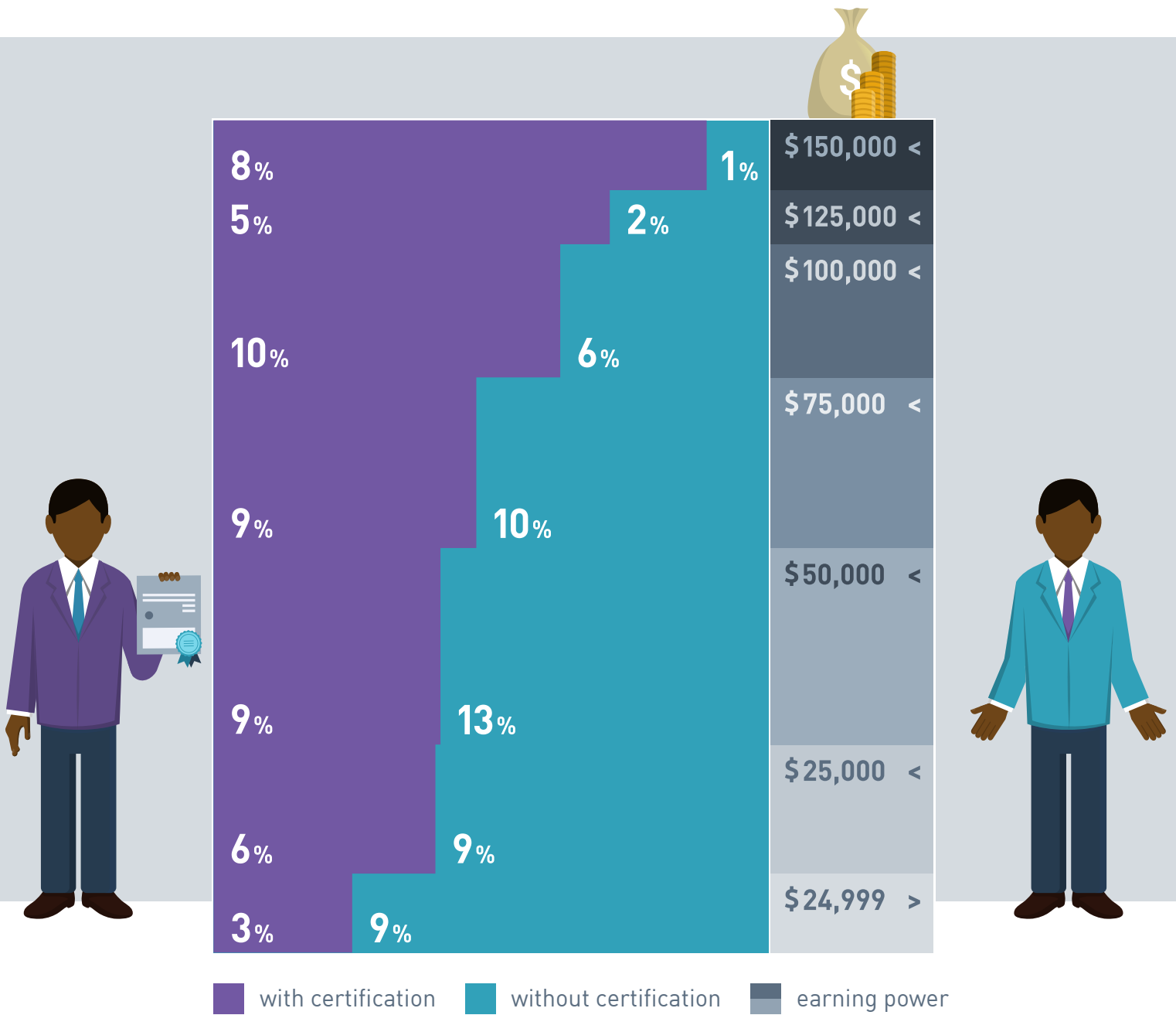
A very common topic of discussion among new Scrum Masters is whether or not it makes a difference if you have certification or formal training when considering salary. It is important to remember that the value of certification goes beyond the impact on salary. Certification helps people learn so that they can improve their skills. Just as Scrum is empirical, learning should be empirical as well. When Scrum Masters and other agile practitioners learn, they inspect and adapt the areas in which they need to grow. This helps them continue their personal growth, and the certification process is a way of validating that.

It is also important to look at training and certification separately. People like to learn in many different ways, whether it's in the classroom, online, or self-teaching with books and online resources. Certification tests validate knowledge and indicate where more learning is needed.

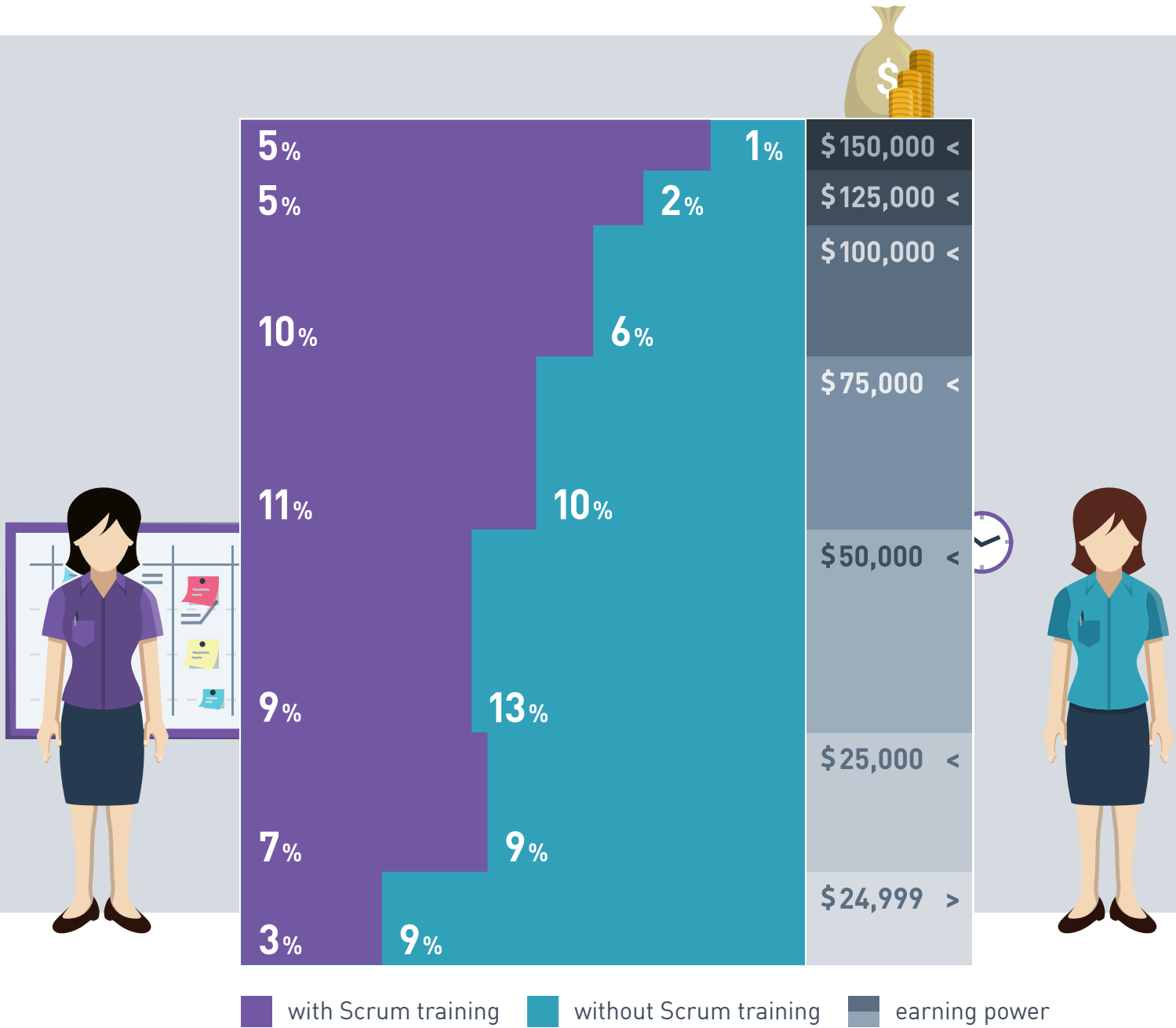
When looking at the responses to questions about agile certification, there is a difference in salary when comparing having a certification versus not having one. You also need to take into account the participants' experience and education as contributing factors. 44 percent of participants that have a certification reported earning more than \$100,000 USD, while only 18 percent of those without a certification reported the same.

Similar trends were found in regard to training. For Scrum training, only 15 percent of those who reported not having Scrum training earned more than \$100,000 USD — compared to 38 percent of those who reported having Scrum training. For participants who reported having facilitation training, an interesting finding was that 51 percent earned more than \$150,000 USD. In the other salary ranges, it did not make much of a difference.

Salaries by certification



Salaries by training



Original survey data

Are you working as a Scrum Master or Agile Coach?

| Answer choices | Responses |
|---|-----------|
| I am working as a Scrum Master | 42.25 % |
| I am working as an Agile Coach | 13.36 % |
| I am working as both a Scrum Master and Agile Coach | 23.54 % |
| I am working as neither a Scrum Master or Agile Coach | 20.84 % |

What is your age?

| Answer choices | Responses |
|------------------------------|-----------|
| Younger than 30 years of age | 11.89 % |
| Younger than 40 years of age | 40.79 % |
| Younger than 50 years of age | 27.33 % |
| Younger than 60 years of age | 16.25 % |
| 60 years of age or older | 3.74 % |

In what country do you work?

| Answer choices | Responses |
|----------------|-----------|
| Argentina | 0.47 % |

| Answer choices | Responses |
|----------------|-----------|
| Australia | 2.08 % |
| Austria | 0.38 % |
| Belgium | 0.90 % |
| Brazil | 2.79 % |
| Canada | 3.69 % |
| China | 0.09 % |
| Colombia | 0.24 % |
| Czech Republic | 0.43 % |
| Denmark | 1.04 % |
| France | 3.03 % |

| Answer choices | Responses |
|----------------|-----------|
| Germany | 9.19 % |
| Greece | 0.71 % |
| Hungary | 0.28 % |
| India | 7.01 % |
| Indonesia | 0.99 % |
| Ireland | 0.95 % |
| Israel | 0.38 % |
| Italy | 1.28 % |
| Japan | 0.05 % |
| Malaysia | 0.57 % |

| Answer choices | Responses |
|----------------|-----------|
| Mexico | 0.81 % |
| Netherlands | 7.11 % |
| New Zealand | 1.04 % |
| Norway | 0.05 % |
| Peru | 0.28 % |
| Philippines | 0.47 % |
| Poland | 3.27 % |
| Portugal | 0.28 % |
| Romania | 0.81 % |
| Russia | 0.71 % |

| Answer choices | Responses |
|----------------------|-----------|
| Singapore | 0.33 % |
| Slovakia | 0.24 % |
| South Africa | 0.85 % |
| Spain | 1.94 % |
| Sweden | 1.23 % |
| Switzerland | 1.71 % |
| Turkey | 0.81 % |
| Ukraine | 1.23 % |
| United Arab Emirates | 0.19 % |
| United Kingdom | 6.40 % |

| Answer choices | Responses |
|--------------------------|-----------|
| United States of America | 28.04 % |
| Venezuela | 0.14 % |
| Other | 5.50 % |

What is your gender?

| Answer choices | Responses |
|------------------------|-----------|
| Male | 69.92 % |
| Female | 28.66 % |
| Other | 0.09 % |
| Prefer not to disclose | 1.33 % |

What is your educational background?

| Answer choices | Responses |
|---------------------------------|-----------|
| Engineering | 18.52 % |
| IT or software development | 46.01 % |
| Business, finance, or economics | 14.91 % |
| Art or design | 2.13 % |
| Natural science and mathematics | 3.96 % |
| Medicine and psychology | 1.44 % |
| Social sciences | 5.15 % |
| Other | 7.88 % |

What level of education did you achieve?

| Answer choices | Responses |
|-------------------|-----------|
| High school | 9.01 % |
| Bachelor's degree | 48.39 % |
| Master's degree | 40.76 % |
| Doctorate | 1.83 % |

Do you have formal Scrum training?

| Answer choices | Responses |
|----------------|-----------|
| Yes | 83.11 % |
| No | 16.89 % |

Which professional, agile-related certifications do you have?

| Answer choices | Responses |
|----------------|-----------|
| None | 15.01 % |
| PSM I | 52.55 % |
| PSM II | 8.07 % |
| PSM III | 2.58 % |
| PSPO I | 15.55 % |
| PSPO II | 1.04 % |
| PSD | 3.71 % |
| SPS | 4.80 % |
| CSPO | 11.44 % |

| Answer choices | Responses |
|----------------|-----------|
| CSD | 0.79 % |
| CSP | 8.87 % |
| CSM | 32.79 % |
| SAFe SPC | 9.01 % |
| ASP | 0.20 % |
| ICP-ACC | 3.67 % |
| PMI-ACP | 5.05 % |
| Other | 14.36 % |

What professional experience do you have as a Scrum Master or Agile Coach?

| Answer choices | Responses |
|-------------------|-----------|
| None | 10.05 % |
| less than 2 years | 35.17 % |
| 2 years or more | 33.04 % |
| 5 years or more | 17.04 % |
| 10 years or more | 3.86 % |
| 15 years or more | 0.84 % |

What professional experience did you have before your role as a Scrum Master or Agile Coach?

| Answer choices | Responses |
|-------------------|-----------|
| less than 2 years | 19.59 % |
| 2 years or more | 15.74 % |
| 5 years or more | 24.54 % |
| 10 years or more | 17.54 % |
| 15 years or more | 22.59 % |

What is your involvement in the Agile community?

| Answer choices | Responses |
|--------------------------------------|-----------|
| I write a blog | 13.05 % |
| I host a podcast | 0.88 % |
| I write a regular newsletter | 1.71 % |
| I speak at conferences | 14.71 % |
| I organize a local meetup | 14.44 % |
| I participate in online forums | 37.06 % |
| I participate inside my organization | 87.11 % |
| Other | 14.33 % |

Do you have a special facilitation or coaching education?

| Answer choices | Responses |
|----------------|-----------|
| Yes | 26.30 % |
| No | 73.70 % |

What are your career plans?

| Answer choices | Responses |
|--|-----------|
| I am happy as a Scrum Master | 15.85 % |
| I am happy as an Agile Coach | 10.95 % |
| I am a Scrum Master now, but I want to become an Agile Coach | 20.65 % |
| I plan to become a certified trainer or coach | 22.59 % |

| Answer choices | Responses |
|---------------------------------------|-----------|
| I am working to become a Scrum Master | 11.49 % |
| Other | 18.47 % |

What is the size of the organization you are working for?

| Answer choices | Responses |
|-------------------------|-----------|
| Fewer than 50 employees | 10.57 % |
| 50 or more employees | 16.18 % |
| 250 or more employees | 18.24 % |
| 1,000 or more employees | 17.74 % |
| 5,000 or more employees | 7.41 % |

| Answer choices | Responses |
|-------------------------------|-----------|
| 10,000 or more employees | 25.60 % |
| Working with multiple clients | 4.26 % |

What industry is your organization in?

| Answer choices | Responses |
|--------------------------------------|-----------|
| Software and internet services | 32.87 % |
| Finance and insurance | 16.28 % |
| Consulting and professional services | 10.47 % |
| Engineering and technology | 7.41 % |
| Telecommunications | 4.66 % |

| Answer choices | Responses |
|---|-----------|
| Transportation (e.g. aerospace, automotive) | 3.76 % |
| Healthcare | 3.66 % |
| Energy (e.g. oil, gas, electricity) | 2.35 % |
| Manufacturing | 2.15 % |
| Media (e.g. news) | 1.85 % |
| Defense | 0.85 % |
| Real estate | 0.55 % |
| Legal | 0.35 % |
| Tax and accounting | 0.25 % |
| Other | 12.52 % |

Are you working as an employee or a consultant?

| Answer choices | Responses |
|-----------------------------|-----------|
| Corporate employee | 71.25 % |
| Consulting company employee | 18.25 % |
| Independent consultant | 10.50 % |

How do you assess the agility of your organization?

| Answer choices | Responses |
|------------------|-----------|
| Waterfall | 6.83 % |
| Early adoption | 35.57 % |
| Growing adoption | 42.86 % |

| Answer choices | Responses |
|------------------|-----------|
| Stalled adoption | 3.77 % |
| Mature adoption | 10.96 % |

What other practices do you use in conjunction with Scrum?

| Answer choices | Responses |
|----------------|-----------|
| Kanban | 81.03 % |
| DevOps | 54.51 % |
| XP | 27.14 % |
| TDD | 34.30 % |
| Other | 12.55 % |

What is your current title?

| Answer choices | Responses |
|-------------------------|-----------|
| Scrum Master | 39.45 % |
| Agile Coach | 15.56 % |
| Development Team Member | 5.84 % |
| Product Owner | 3.15 % |
| Project Manager | 9.62 % |
| Agile Project Manager | 3.26 % |
| Product Manager | 1.24 % |
| Other | 21.87 % |

To what part of your organization does the agile practice belong?

| Answer choices | Responses |
|---------------------------------|-----------|
| IT or Engineering | 63.08 % |
| Project Management Office (PMO) | 14.22 % |
| Product Management | 10.34 % |
| Other | 12.36 % |

How long have you been with your current organization?

| Answer choices | Responses |
|------------------|-----------|
| Less than 1 year | 27.30 % |
| 1 year or more | 26.11 % |

| Answer choices | Responses |
|------------------|-----------|
| 3 years or more | 23.78 % |
| 7 years or more | 8.58 % |
| 10 years or more | 14.22 % |

What was your job title before becoming a Scrum Master or Agile Coach?

| Answer choices | Responses |
|------------------|-----------|
| Project Manager | 31.36 % |
| Business Analyst | 9.58 % |
| Product Manager | 1.99 % |
| Product Owner | 3.66 % |

| Answer choices | Responses |
|--------------------------------|-----------|
| UX or UI Designer | 0.75 % |
| Software Developer or Engineer | 25.17 % |
| Quality Assurance | 8.07 % |
| Other | 19.42 % |

Have you participated in an agile transition?

| Answer choices | Responses |
|----------------|-----------|
| Yes | 57.83 % |
| No | 42.17 % |

How many teams have you worked with?

| Answer choices | Responses |
|------------------|-----------|
| 2 teams or fewer | 18.72 % |
| 3 teams or more | 36.04 % |
| 6 teams or more | 18.07 % |
| 10 teams or more | 27.17 % |

How many projects have you worked on?

| Answer choices | Responses |
|---------------------|-----------|
| 2 projects or fewer | 10.01 % |
| 3 projects or more | 24.53 % |

| Answer choices | Responses |
|---------------------|-----------|
| 6 projects or more | 15.76 % |
| 10 projects or more | 49.70 % |

What kind of projects have you worked on?

| Answer choices | Responses |
|--|-----------|
| Small scale (involving 1 or 2 teams) | 25.07 % |
| Medium scale (involving more than 2 teams) | 35.23 % |
| Large scale (involving more than 5 teams) | 18.50 % |
| Complex (involving more than 9 teams) | 21.19 % |

Have you ever launched an agile transition for an organization?

| Answer choices | Responses |
|----------------|-----------|
| Yes | 45.40 % |
| No | 54.60 % |

Which scaling frameworks have you used for Scrum or Agile?

| Answer choices | Responses |
|----------------|-----------|
| None | 57.77 % |
| Nexus | 11.78 % |
| SAFe | 27.17 % |
| DAD | 1.51 % |

| Answer choices | Responses |
|----------------|-----------|
| LeSS | 11.19 % |
| Other | 8.28 % |

How many fellow Scrum Masters or Agile Coaches work for your organization?

| Answer choices | Responses |
|---|-----------|
| I am the only Scrum Master or Agile Coach | 16.14 % |
| 2 or more | 28.73 % |
| 5 or more | 20.33 % |
| 10 or more | 11.46 % |
| 20 or more | 23.35 % |

What is your current salary, normalized in USD?⁶

| Salary reported | Responses |
|-------------------|-----------|
| \$24,999 or less | 8 % |
| \$25,000 or more | 15 % |
| \$50,000 or more | 21 % |
| \$75,000 or more | 21 % |
| \$100,000 or more | 18 % |
| \$125,000 or more | 9 % |
| \$150,000 or more | 8 % |

6. Answers were provided numerically, normalized in United States Dollars (USD). This table categorizes participants by the range into which their reported salary fell.

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