

PROCESS FOR INITIAL CERTIFICATION OF CERTIFIED SCRUM TRAINER® PROFESSIONALS WITH CERTIFICATION STANDARDS

Introduction

Certified Scrum Trainer® professionals (“CSTs”) play a vital role within the Scrum Alliance. CSTs are licensed to teach Certified ScrumMaster® and Certified Scrum Product Owner® courses. Stringent certification requirements are imposed on prospective CSTs to make certain that only those who are qualified to meet this commitment are entrusted to provide services under the Certified Scrum Trainer® credential.

This document (the “CST Certification Process”) sets out the process by which an individual (the “Applicant”) wishing to be considered for certification as a CST demonstrates that he/she meets all of the Certification Standards for Certified Scrum Trainer® Professionals (the “Certification Standards”).

This Process for Initial Certification of Certified Trainer® Professionals is divided into two parts: Part I - Initial CST Certification Process and Part II - Certification Review Committee Process. A copy of the Certification Standards is attached to this document.

PART I - INITIAL CST CERTIFICATION PROCESS

The Initial CST Certification Process is designed to establish a clear process to permit the Applicant to demonstrate that the Applicant meets all of the Certification Standards and that the Applicant is well qualified to be certified by the Scrum Alliance as a CST.

Prerequisite:

In order to begin the Initial CST Certification Process, an Applicant must be certified by the Scrum Alliance as a Certified Scrum Professional® (“CSP”). See, <http://www.scrumalliance.org/CSP>.

1. Initial Certification Process Step 1: Application.

A. The Applicant downloads, completes and submits a CST Application (the “CST Application”).

B. Along with the CST Application, the Applicant is required to submit documents demonstrating that the Applicant meets each of the Certification Standards and that the Applicant is well qualified to be certified by the Scrum Alliance as a CST.

(1) The Applicant shall submit:

(a) A personal statement that states why the Applicant wants to be a CST and why the Applicant believes that he/she is qualified to be a CST;

(b) Samples of course materials, exercise descriptions, etc. used by the Applicant in prior trainings;

(c) Information demonstrating that the Applicant has successfully facilitated a number of Scrum training sessions; and

(d) If the Applicant is not certified as a Certified Scrum Coach, information demonstrating that the Applicant has non-trivial experience using Scrum and/or mentoring others in the use of Scrum in different contexts.

(2) The Applicant is strongly encouraged to submit recommendations from individuals who are currently certified as CSTs. There is no minimum number of recommendations required; however, submission of recommendations from at least 5 CSTs is highly encouraged.

(3) Submission of a list demonstrating co-training experience is highly encouraged.

2. **Initial Certification Process Step 2: Review by Scrum Alliance Staff.**

A. Once the application and accompanying documentation is submitted to the Scrum Alliance and the applicable application fee has been paid, the Scrum Alliance's staff will verify that the Applicant is certified as a CSP and that the Application is complete.

B. If (i) the Applicant is currently certified as a CSP, (ii) the Application is completely filled out, (iii) required additional documentation has been submitted, and (iv) the appropriate Application fee has been paid, then the Scrum Alliance Staff shall refer the Application to the Trainer Approval Community as described in Step 3.

C. If the Applicant is not currently certified as a CSP, if the Application is not completely filled out, if any required additional documentation has not been submitted, or if and the Application fee has not been paid, the Application shall be rejected as incomplete and a communication shall be sent to the Applicant explaining the reason(s) that the application was rejected. There is no appeal from such a rejection. The Applicant may submit a new application to be certified as a CST at any time.

3. **Initial Certification Process Step 3: Review of Application and Additional Documentation by the Trainer Approval Community.**

A. The Trainer Approval Community (the "TAC") is a body established by the Scrum Alliance Board of Directors that consists of 15 currently certified CSTs, who are appointed by the Scrum Alliance's Managing Director and serve for such terms as are provided by the Managing Director.

B. After completing the review of the Application described above in Step 2, if the Applicant is currently certified as a CSP, if the Application is completely filled out, any required additional documentation has been submitted, and the Application fee has

been paid, the Scrum Alliance Staff shall distribute the Application and all supporting documentation to 5 members of the TAC, chosen by the Managing Director for purposes of reviewing the specific Application (the "Initial TAC Review Panel").

C. The members of the Initial TAC Review Panel shall review the Application and the supporting documentation to determine whether the Applicant meets each of the Certification Standards.

(1) The review at this stage is based on the Application and the supporting documentation submitted to the Scrum Alliance by the Applicant.

(2) In addition to reviewing the Application and supporting documentation against each Certification Standard, the Application and supporting documentation shall be reviewed against expectations for Certified ScrumMaster and Certified Scrum Product Owner courses, as determined from time to time by the Scrum Alliance, in order to determine whether the Applicant is qualified to teach such courses and that the submitted courses match the course content expectations.

D. Each member of the Initial TAC Review Panel shall inform the appropriate individual on the Scrum Alliance Staff, via electronic communication, within 30 days after receipt of the Application and supporting documentation (i) that the member has completed his/her review of the Application and supporting documentation, as provided above; and (ii) whether, in the judgment of the member, from the written material submitted, the Applicant appears to meet each of the Certification Standards. If the member concludes, from the written material submitted, that the Applicant does not appear to meet each of the Certification Standards, the member shall state which Certification Standard(s) the Applicant does not meet and why the Applicant does not meet such Certification Standard(s).

E. An Initial TAC Review Panel member shall recuse himself or herself and shall not participate in the consideration of an Application (i) submitted by an Applicant who is an employee of or independent contractor to a company (or an affiliate of a company) by which the member is employed or to which the Initial TAC Review Panel member serves as an independent contractor; or (ii) in circumstances where to participate in consideration of the Application would violate the Scrum Code of Ethics. An Initial TAC Review Panel member shall inform the Scrum Alliance Managing Director if the member is required to recuse himself or herself with respect to a particular Application. The Managing Director shall appoint another TAC member (or, if an eligible TAC member is not available, another CST) to serve on the Initial TAC Review Panel with respect to that particular Application.

F. If at least 4 of the members of the Initial TAC Review Panel inform the Scrum Alliance Staff that, based on their review of the written material submitted, in their judgment, the Applicant appears to meet each of the Certification Standards, the Managing Director shall invite the Applicant to attend one of the four yearly certification events, as described and defined in Step 4.

G. If at least 2 members of the Initial TAC Review Panel inform the Scrum Alliance Staff that, based on their review of the written material submitted, in their judgment, the Applicant does not appear to meet each of the Certification Standards, the Application shall be rejected and a communication shall be sent to the Applicant (i) explaining that, in the judgment of the Initial TAC Review Panel, the Applicant does not meet the Certification Standards; and (ii) generally describing the reason(s) that the Initial TAC Review Panel held that the Application does not meet all of the Certification Standards. A decision by the Initial TAC Review Panel that the Applicant does not appear to meet one or more of the Certification Standards is final, but may be appealed as provided in Part II below.

4. **Initial Certification Process Step 4: Interview of Applicant At Certification Event.**

A. The Scrum Alliance shall hold four certification events (“Certification Events”) each calendar year. The Certification Events generally will be collocated with Scrum Alliance Gatherings.

B. When an Applicant is to be invited to a Certification Event, as provided in Step 3, the Managing Director shall send the Applicant the dates of the forthcoming Certification Events. The Applicant shall notify the Managing Director of the Applicant’s attendance at a Certification Event in compliance with such deadlines as shall be set by the Managing Director.

C. At each Certification Event, the Managing Director shall designate 7 TAC Members, who will be present at the Gathering with which the Certification Event is collocated, to act as the Interview and Certification Panel (“Interview and Certification Panel”). The Managing Director (in conjunction with the members of the Interview and Certification Panel) shall schedule a time during which each Applicant scheduled to appear at that Certification Event shall appear before and be interviewed in person by the Interview and Certification Panel. The Managing Director, in his/her sole discretion, may permit an Applicant to appear before and be interviewed by the Interview and Certification Panel via virtual conference where each participant can see and hear the other participants.

D. The Interview and Certification Panel shall conduct an interview of the Applicant and make a determination as to whether the Applicant meets each of the Certification Standards and is well qualified to be certified by the Scrum Alliance as a CST.

E. The TAC shall prepare a list of interview questions and scenarios that will be used by the Interview and Certification Panel in conducting interviews with Applicants; provided, however, that the members of the Interview and Certification Panel also may ask other questions relating to whether the Applicant meets each of the Certification Standards and is well qualified to be certified as a CST.

5. **Initial Certification Process Step 5: Certification Decision.**

A. At an appropriate time after the Interview and Certification Panel's interview of an Applicant, the panel shall meet to decide whether, based on the written documentation submitted by the Applicant and the results of the Applicant's interview, the Applicant meets all of the Certification Standards and is well qualified to be certified by the Scrum Alliance as a CST.

B. If 5 of the 7 members of the Interview and Certification Panel agree that the Applicant meets all of the Certification Standards and is well qualified to be certified by the Scrum Alliance as a CST, the Applicant shall be approved to be certified as a CST. The Managing Director shall notify the Applicant that his or her Application has been approved. The Applicant shall sign and submit to the Scrum Alliance the current form of the Scrum Alliance's CST agreement (the "CST Agreement") and pay the applicable annual fee (or portion of the annual fee as permitted by the Scrum Alliance). Immediately after the signed CST Agreement is returned to the Scrum Alliance and the applicable fee is paid, the Applicant shall be certified by the Scrum Alliance as a CST.

C. If 3 or more members of the Interview and Certification Panel determine that the Applicant does not meet all of the Certification Standards and/or is not well qualified to be certified by the Scrum Alliance as a CST, the Application shall be rejected and the Applicant shall not be certified as a CST. The decision of the Certification Review Committee may be appealed as provided in Part II below. An Applicant whose application is rejected by the Interview and Certification Panel may submit a new application to be certified as a CST at any time.

D. Unless terminated sooner pursuant to the terms of the CST agreement, initial certification will continue for two years and then must be renewed in the manner provided by the Scrum Alliance.

PART II - CERTIFICATION REVIEW COMMITTEE PROCESS

1. **Decisions That May Be Appealed.** The following decisions may be appealed for review by a Certification Review Committee:

A. A decision by an Initial TAC Review Panel that the Applicant does not meet one or more Certification Standards, as described in Part I, Section 3.G.; and

B. A decision by an Interview and Certification Panel that the Applicant does not meet all of the Certification Standards and/or is not well qualified to be certified by the Scrum Alliance as a CST, as described in Part I, Section 5.C.

2. **Manner of Appeal.**

A. An Applicant who is entitled to appeal a decision, as provided in Section 1 of this Part II, may appeal that decision by informing the Managing Director of the appeal within 30 days after notice of the decision is sent to the Applicant.

B. The notice of the decision shall state the date by which an appeal must be received by the Managing Director.

3. **Establishment of Certification Review Committee; Membership.**

A. Upon receipt of an appeal, the Managing Director shall designate 3 TAC Members to serve as a Certification Review Committee with respect to that appeal.

B. No TAC Member who participated in the consideration of an Application, either as a member of the Initial TAC Review Panel or as a member of the Interview and Certification Panel, shall serve on the Certification Review Committee with respect to that Application.

C. In addition, a TAC Member appointed to serve on a Certification Review Committee shall recuse himself or herself and shall not participate in the consideration of an appeal (i) submitted by an Applicant who is an employee of or independent contractor to a company (or an affiliate of a company) by which the Certification Review Committee member is employed or to which the Certification Review Committee member serves as an independent contractor; or (ii) in circumstances where to participate in consideration of the Application would violate the Scrum Code of Ethics. A Certification Review Committee member shall inform the Managing Director if the member is required to recuse himself or herself with respect to a particular appeal. The Managing Director shall appoint another TAC Member (or, if an eligible TAC Member is not available, another CST) to serve on the Certification Review Committee with respect to that particular appeal.

4. **Appeal Procedures.**

A. The Certification Review Committee may meet via conference call and/or in a virtual meeting, so long as all individuals involved can hear each other. However, the Certification Review Committee, with the concurrence of the Managing Director, may hold an in-person meeting to consider the appeal.

B. The Applicant appealing a decision: (i) may be represented by counsel in the Certification Review Committee process; and (ii) shall be permitted to submit a statement to and make an oral presentation in person or through counsel to the Certification Review Committee.

C. The Certification Review Committee shall consider the appeal solely based on: (i) the Application and supporting documentation considered by the Initial TAC Review Panel and any additional documentation or written statement(s) presented to the Interview and Certification Panel; (ii) any written comments about the Application submitted either by the members of the Initial TAC Review Panel and/or the Interview and Certification Panel; and (iii) any statement and/or oral presentation made by the Applicant to the Certification Review Committee.

D. The Applicant taking the appeal shall have the burden of proof and the Certification Review Committee shall uphold the decision from which the appeal is taken unless the Applicant clearly demonstrates that the decision being appealed is in error and that the Applicant meets all of the Certification Standards and is well qualified to be certified by the Scrum Alliance as a CST.

E. If at least 2 of the members of the Certification Review Committee find that the decision being appealed is clearly in error and that the Applicant clearly meets all of the Certification Standards and is well qualified to be certified by the Scrum Alliance as a CST, the Applicant shall be approved to be certified as a CST. The Managing Director shall notify the Applicant that his or her Application has been approved. The Applicant shall sign and submit to the Scrum Alliance the current form of the CST Agreement and pay the applicable annual fee (or portion of the annual fee as permitted by the Scrum Alliance). Immediately after the signed CST Agreement is returned to the Scrum Alliance and the applicable fee is paid, the Applicant shall be certified by the Scrum Alliance as a CST.

F. If at least 2 of the members of the Certification Review Committee find that the decision being appealed is not clearly in error and/or that the Applicant does not clearly meet all of the Certification Standards and/or that the Applicant is not well qualified to be certified by the Scrum Alliance as a CST, then the appeal shall be rejected and the Applicant shall not be approved to be certified as a CST. The decision of the Certification Review Committee is final and may not be appealed. An Applicant whose appeal is rejected by the Certification Review Committee may submit a new application to be certified as a CST at any time.

G. The Managing Director may adopt additional rules of procedure, not inconsistent with the provisions of this Part II, which shall govern the activities of Certification Review Committees.

December 2, 2010

APPENDIX
CERTIFICATION STANDARDS
FOR CERTIFIED SCRUM TRAINER® PROFESSIONALS

Certified Scrum Trainer® professionals (“CSTs”) play a vital role within the Scrum Alliance. CSTs are licensed to teach Certified ScrumMaster® and Certified Scrum Product Owner® courses. Stringent certification requirements are imposed on prospective CSTs to make certain that only those who are qualified to meet this commitment are entrusted to engage in this role on behalf of the Scrum Alliance.

These Standards set out the certification requirements that each CST must meet initially and must maintain in order to continue to be a CST. Each CST must meet all of these Certification Standards for Certified Scrum Trainer® Professionals.

1. **Standard 1.** A CST must have a deep knowledge of the concepts, practices, and principles that are the foundation of Scrum.

Essential Elements:

- A. A CST must have a solid understanding of the Scrum framework, the principles and values that are the foundations of Scrum and a knowledge of how and why Scrum works.
- B. This understanding may be enhanced by ideas from other disciplines or philosophies but the trainer must always be clear what belongs to Scrum and what is an extension.
- C. A CST must be certified by the Scrum Alliance as a Certified Scrum Professional®. See, <http://www.scrumalliance.org/CSP>. The applicant’s knowledge of Scrum is initially demonstrated by the applicant having obtained this required credential.

2. **Standard 2.** A CST must be an experienced and competent trainer.

Essential Elements:

- A. A CST must have extensive experience of actually implementing Scrum inside organizations. Such experience need not be limited to the field of software development.
- B. An ideal trainer will have had considerable experience as a ScrumMaster, and either direct experience as a product owner or team member, or experience of mentoring others in these roles.

3. Standard 3. A CST must teach Scrum and may have experience as a trainer in other areas.

Essential Elements:

- A. Before becoming a CST and, thus, becoming certified to run CSM courses, the trainer must have taught Scrum in a non-certified context on multiple occasions, and preferably have partnered with a currently certified CST to co-deliver CSM training.
 - B. After becoming a CST, a trainer must continue to teach Scrum.
 - C. When a trainer runs a CSM course, it should be Scrum that is taught, not some hybrid methodology or process created by the trainer.
 - D. Training experience in other areas, and with other skilled trainers, is also valued.
 - E. A trainer should exhibit the ability to hold the attention of a group for two full days and demonstrate through both student feedback and co-trainer/auditor endorsement that this has been achieved.
4. Standard 4. A CST must continually update his or her skills.

Essential Elements:

- A. A CST must take steps to continuously update and improve his/her skills.
 - B. Attending trainer/coach retreats, partnering with other CSTs to run trainings, active involvement on the discussion groups and the study of ideas and techniques beyond the Scrum and Agile arenas are some ways to achieve this.
5. Standard 5. A CST must be actively involved in the Scrum community.

Essential Elements:

- A. Scrum is a growing community of writers, thinkers, trainers, coaches and practitioners. It is essential that a trainer be actively involved in this community, e.g. through speaking engagements, attendance at events, user group involvement, blogging, discussion-list participation, local event organization or the building of Scrum communities inside large corporations.
- B. A trainer should become known to other trainers and should engage in active dialog within the Scrum community and the wider world to socialize Scrum more widely, to further the cause of the Scrum Alliance, and to help with Transforming the World of Work[®].