

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

Introduction

Certified Scrum Trainer[®] professionals (“CSTs”) play a vital role within 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 Scrum Alliance as a CST.

Prerequisite:

In order to begin the Initial CST Certification Process, an Applicant must hold a current, active Certified Scrum Professional[®] (“CSP”) certification. See the CSP page on our website for more details:

http://www.scrumalliance.org/pages/certified_scrum_professional

1. Initial Certification Process Step 1: Application

- A. The Applicant should read the CST page on the Scrum Alliance website to ensure an understanding of the current application, review and certification processes: <https://www.scrumalliance.org/certifications/trainers/cst-certification>
- B. The Applicant should review the current application requirements via the CST application page on the Scrum Alliance website: <https://www.scrumalliance.org/certifications/trainers/cst-certification/cst-application>.
- C. The submitted application and supporting documentation should demonstrate that the Applicant meets each of the Certification Standards and that the Applicant is well-qualified to be certified by Scrum Alliance as a CST.

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

- A. Once the application and supporting documentation is submitted to Scrum Alliance and the application fee has been paid, the application will be prescreened by Scrum Alliance staff to ensure that all materials have been submitted and the application meets the outlined requirements.
- B. If (i) the Applicant is currently certified as a CSP, (ii) the Application is complete, (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 complete, if any required additional documentation has not been submitted, or if 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). There is no appeal from such a rejection and there is no waiting period for reapplication. If resubmitted within one year's time (from the date of the rejection communication), there will be no additional application fee.

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

- A. The Trainer Approval Community (the "TAC") is a body that consists of active, certified CSTs who 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 complete, 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 a TAC CST for an additional prescreen. The CST Prescreen is used to validate that the application is ready to move forward to formal review. If the application is not deemed as acceptable to move forward to formal review, the Application shall be rejected and a communication shall be sent to the Applicant explaining the reason(s). There is no appeal from such a rejection. There is no waiting period for reapplication, but the Applicant will be required to submit the \$250 application fee at the time of resubmission.
- C. After completing the review of the Application described above in Step 3B and validating that the application should move forward to formal review, the Scrum Alliance Staff shall distribute the Application and all supporting documentation to two members of the TAC for purposes of reviewing the specific Application (the "Initial TAC Review Panel").
- D. 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 Application and supporting documentation shall be reviewed against expectations for the Certified ScrumMaster course in order to determine whether the Applicant is qualified to teach the course. Scrum Alliance is working to align the CSM Learning Objectives

with the Scrum Guide and therefore, the submitted course materials must align with the Scrum Guide.

- E. Each member of the Initial TAC Review Panel shall inform the appropriate individual on the Scrum Alliance Staff, via electronic communication, within thirty 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).
 - (1) An Initial TAC Review Panel member shall recuse himself or herself and shall not participate in the consideration of an Application if (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 if the member is required to recuse himself or herself with respect to a particular Application. Scrum Alliance 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 two 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, Scrum Alliance shall invite the Applicant to attend a certification event, as described and defined in Step 4.
- G. If the votes of two members of the TAC are split, the Scrum Alliance staff shall distribute the Application and all supporting documentation to a third member of the TAC, for the purpose of reviewing the specific Application and breaking the tie with his/her vote.
- H. If at least two 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. Scrum Alliance shall hold certification events (“Certification Events”) at Global Scrum Gatherings and Regional Scrum Gatherings and Scrum Alliance sponsored events where at least three TAC members will be in attendance.
- B. When an Applicant is to be invited to a Certification Event, as provided in Step 3, Scrum Alliance shall send the Applicant the dates of the forthcoming Certification Events. The Applicant shall notify Scrum Alliance of the Applicant’s attendance at a Certification Event in compliance with such deadlines as shall be set by Scrum Alliance.
- C. At each Certification Event, Scrum Alliance shall designate at least three TAC Members, who will be present at the Event, to act as the Interview and Certification Panel (“Interview and Certification Panel”). Scrum Alliance (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. Due to significantly better performance by Applicants at face-to-face interviews, virtual interviews are strongly discouraged and will only be considered for hardship cases.
- 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 a well-qualified trainer and instructor.
- 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. 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 Provisional CST or a full CST based on a majority vote of the review team.
 - (1) In order to be considered for full CST status, a Provisional CST will be required to sign the CST Agreement, teach three Public CSM courses within six months and meet requirements around student feedback and CSM test results.
- B. If all of the 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. Scrum Alliance 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 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.

- (1) For Provisional CST candidates, pending full CST approval, the CST annual fee will be pro-rated to the date the CST Agreement was signed and received.
- C. If the 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 Scrum Alliance as a CST, the Applicant 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 not submit a new application until six months (from the date of rejection) have passed.
- D. Unless terminated sooner pursuant to the terms of the CST Agreement, initial certification will continue for the duration of the calendar year of which the CST Agreement was signed and must be renewed annually in the manner provided by 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.H.; 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 thirty days after notice of the decision is sent to the Applicant.

3. Establishment of Certification Review Committee: Membership.

- A. Upon receipt of an appeal, the Managing Director shall designate three 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 Alliance Code of Ethics <https://www.scrumalliance.org/code-of-ethics>. A Certification Review Committee member shall inform Scrum Alliance if the member is required to recuse himself or herself with respect to a particular appeal. Scrum Alliance 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. In the event that the rejection stands, the Applicant will be eligible to reapply after twelve months.
- 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 Scrum Alliance as a CST.
- E. If at least two 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 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 two 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 twelve months from the date of rejection.

- 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.

April 1, 2015

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 Applicant must have a deep knowledge and extensive experience with the concepts, practices, and principles that are the foundation of Scrum.

Essential Elements:

- A. A CST Applicant 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. 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.
- B. A CST Applicant must provide sample training materials for the CSM course, for which they should be the sole creator. These materials should demonstrate the above-mentioned deep knowledge of Scrum.
- C. A CST applicant must have extensive experience actually implementing Scrum inside organizations. An ideal trainer will have considerable experience as a ScrumMaster and either direct experience as a Product Owner or team member, or experience mentoring others in these roles. Related experience need not be limited to the field of software development.

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

Essential Elements:

- A. A CST Applicant must provide information demonstrating successful facilitation of at least 10 multi-day ScrumMaster training sessions with a minimum of 100 students in total.
- B. A CST Applicant should exhibit the ability to hold the attention of a group, provide quality training for two full consecutive days and demonstrate through both student feedback and co-trainer/auditor endorsement that this has been achieved.
- C. A CST Applicant is a capable storyteller, having a wealth of Scrum experience to share in an engaging with participants so as to provide inspiration and learning.
- D. A CST Applicant is an expert facilitator, who creates a great environment for learning for different types of learners and helps the participants integrate learning through different methods. For example, story telling, use of powerful metaphors, drawing, lecture,

group work, self-reflection, simulations and discussion.

- E. A CST Applicant is an expert trainer who looks after the learning objectives, while still having a real interaction with the participants (instead of following a predefined script).
- F. A CST Applicant is an effective communicator, who uses succinct, appropriate and respectful language.

3. Standard 3. A CST Applicant 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 teach 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. When a CST Applicant teaches a CSM course, it should be Scrum that is taught; not a hybrid methodology or process created by the trainer.
- C. Training experience in other areas, and with other skilled trainers, is also valued.

4. Standard 4. A CST Applicant must continually update his or her skills.

Essential Elements:

- A. A CST Applicant must demonstrate commitment to continuous learning and the continuous improvement of their training skills and materials.
- B. Attending trainer/coach retreats, partnering with other CSTs to train, 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 Applicant 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 CST Applicant should become known to other trainers and should engage in active dialog within the Scrum community and the world at large to socialize Scrum more widely, to further the cause of Scrum Alliance, and to help with Transforming the World of Work®.

As an Applicant, the expectation is that you are currently practicing the Standards listed above.