PECB

BEYOND RECOGNITION

ISO/IEC 38500 LEAD IT CORPORATE GOVERNANCE MANAGER

Candidate Handbook

PECB

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SECTION I: INTRODUCTION

About PECB

PECB is a certification body that provides education[1], certification, and certificate programs for individuals on a wide range of disciplines.

Through our presence in more than 150 countries, we help professionals demonstrate their competence in various areas of expertise by providing valuable evaluation, certification, and certificate programs against internationally recognized standards.

Our key objectives are:
1. Establishing the minimum requirements necessary to certify professionals and to grant designations
2. Reviewing and verifying the qualifications of individuals to ensure they are eligible for certification
3. Maintaining and continually improving the evaluation process for certifying individuals
4. Certifying qualified individuals, granting designations and maintaining respective directories
5. Establishing requirements for the periodic renewal of certifications and ensuring that the certified individuals are complying with those requirements
6. Ascertaining that PECB professionals meet ethical standards in their professional practice
7. Representing our stakeholders in matters of common interest
8. Promoting the benefits of certification and certificate programs to professionals, businesses, governments, and the public

Our mission

Provide our clients with comprehensive examination, certification, and certificate program services that inspire trust and benefit the society as a whole.

Our vision

Become the global benchmark for the provision of professional certification services and certificate programs.

Our values

Integrity, Professionalism, Fairness

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[1] Education refers to training courses developed by PECB and offered globally through our partners.

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The Value of PECB Certification

Global recognition

PECB credentials are internationally recognized and endorsed by many accreditation bodies, so professionals who pursue them will benefit from our recognition in domestic and international markets.

The value of PECB certifications is validated by the accreditation from the International Accreditation Service (IAS-PCB-111), the United Kingdom Accreditation Service (UKAS-No. 21923) and the Korean Accreditation Board (KAB-PC-08) under ISO/IEC 17024 – General requirements for bodies operating certification of persons. The value of PECB certificate programs is validated by the accreditation from the ANSI National Accreditation Board (ANAB-Accreditation ID 1003) under ANSI/ASTM E2659-18, Standard Practice for Certificate Programs.

PECB is an associate member of The Independent Association of Accredited Registrars (IAAR), a full member of the International Personnel Certification Association (IPC), a signatory member of IPC MLA, and a member of Club EBIOS, CPD Certification Service, CLUSIF, Credential Engine, and ITCC. In addition, PECB is an approved Licensed Partner Publisher (LPP) from the Cybersecurity Maturity Model Certification Accreditation Body (CMMC-AB) for the Cybersecurity Maturity Model Certification standard (CMMC), is approved by Club EBIOS to offer the EBIOS Risk Manager Skills certification, and is approved by CNIL (Commission Nationale de l'Informatique et des Libertés) to offer DPO certification. For more detailed information, click here.

High-quality products and services

We are proud to provide our clients with high-quality products and services that match their needs and demands. All of our products are carefully prepared by a team of experts and professionals based on the best practices and methodologies.

Compliance with standards

Our certifications and certificate programs are a demonstration of compliance with ISO/IEC 17024 and ASTM E2659. They ensure that the standard requirements have been fulfilled and validated with adequate consistency, professionalism, and impartiality.

Customer-oriented service

We are a customer-oriented company and treat all our clients with value, importance, professionalism, and honesty. PECB has a team of experts who are responsible for addressing requests, questions, and needs. We do our best to maintain a 24-hour maximum response time without compromising the quality of the services.

Flexibility and convenience

Online learning opportunities make your professional journey more convenient as you can schedule your learning sessions according to your lifestyle. Such flexibility gives you more free time, offers more career advancement opportunities, and reduces costs.

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PECB Code of Ethics

The Code of Ethics represents the highest values and ethics that PECB is fully committed to follow, as it recognizes the importance of them when providing services and attracting clients.

The Compliance Division makes sure that PECB employees, trainers, examiners, invigilators, partners, distributors, members of different advisory boards and committees, certified individuals, and certificate holders (hereinafter "PECB professionals") adhere to this Code of Ethics. In addition, the Compliance Division consistently emphasizes the need to behave professionally and with full responsibility, competence, and fairness in service provision with internal and external stakeholders, such as applicants, candidates, certified individuals, certificate holders, accreditation authorities, and government authorities.

It is PECB's belief that to achieve organizational success, it has to fully understand the clients and stakeholders' needs and expectations. To do this, PECB fosters a culture based on the highest levels of integrity, professionalism, and fairness, which are also its values. These values are integral to the organization, and have characterized the global presence and growth over the years and established the reputation that PECB enjoys today.

PECB believes that strong ethical values are essential in having healthy and strong relationships. Therefore, it is PECB's primary responsibility to ensure that PECB professionals are displaying behavior that is in full compliance with PECB principles and values.

PECB professionals are responsible for:
1. Displaying professional behavior in service provision with honesty, accuracy, fairness, and independence
2. Acting at all times in their service provision solely in the best interest of their employer, clients, the public, and the profession in accordance with this Code of Ethics and other professional standards
3. Demonstrating and developing competence in their respective fields and striving to continually improve their skills and knowledge
4. Providing services only for those that they are qualified and competent and adequately informing clients and customers about the nature of proposed services, including any relevant concerns or risks
5. Informing their employer or client of any business interests or affiliations which might influence or impair their judgment
6. Preserving the confidentiality of information of any present or former employer or client during service provision
7. Complying with all the applicable laws and regulations of the jurisdictions in the country where the service provisions were conducted
8. Respecting the intellectual property and contributions of others
9. Not communicating intentionally false or falsified information that may compromise the integrity of the evaluation process of a candidate for a PECB certification or a PECB certificate program
10. Not falsely or wrongly presenting themselves as PECB representatives without a proper license or misusing PECB logo, certifications or certificates
11. Not acting in ways that could damage PECB's reputation, certifications or certificate programs
12. Cooperating in a full manner on the inquiry following a claimed infringement of this Code of Ethics

To read the complete version of PECB's Code of Ethics, go to Code of Ethics | PECB.

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Introduction to ISO/IEC 38500 Lead IT Corporate Governance Manager

ISO/IEC 38500 provides guiding principles for directors of organizations (including owners, board members, directors, partners, senior executives, or similar) on the effective, efficient, and acceptable use of Information Technology (IT) within their organizations.

ISO/IEC 38500 applies to the governance of management processes (and decisions) relating to the information and communication services used by an organization. These processes could be controlled by IT specialists within the organization or external service providers, or by business units within the organization. It also provides guidance to those advising, informing, or assisting directors.

The framework of ISO/IEC 38500 consists of definitions, principles, and a model. It establishes six key principles for effective corporate governance of IT, namely Responsibility, Strategy, Acquisition, Performance, Conformance, and Human Behavior. Originally based on an Australian standard (AS8015), it was officially renamed ISO/IEC 38500 in 2008 after its initial publication as ISO/IEC 29382, Corporate Governance of Information and Communication Technology, in 2007.

The primary advantage of implementing ISO/IEC 38500 is ensuring clear accountability for IT governance and activities. This includes assigning and monitoring IT security responsibilities, strategies, and behaviors to establish appropriate measures and mechanisms for reporting and responding to the use of IT. Compliance with the standard helps organizations meet data protection requirements, such as encrypting portable devices like laptops and memory sticks used for storing and transmitting personal data.

PECB certifications are not a license or simply a membership. They attest the candidates' knowledge and skills gained through our training courses and are issued to candidates that have the required experience and have passed the exam.

This document specifies the PECB ISO/IEC 38500 Lead IT Corporate Governance Manager certification scheme in compliance with ISO/IEC 17024:2012. It also outlines the steps that candidates should take to obtain and maintain their credentials. As such, it is very important to carefully read all the information included in this document before completing and submitting your application. If you have questions or need further information after reading it, please contact the PECB international office at certification.team@pecb.com.

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SECTION II: EXAMINATION PREPARATION, RULES, AND POLICIES

Preparing for and scheduling the exam

All candidates are responsible for their own study and preparation for certification exams. Although candidates are not required to attend the training course to be eligible for taking the exam, attending it can significantly increase their chances of successfully passing the exam.

To schedule the exam, candidates have two options:
1. Contact one of our authorized partners. To find an authorized partner in your region, please go to Active Partners. The training course schedule is also available online and can be accessed on Training Events.
2. Take a PECB exam remotely through the PECB Exams application. To schedule a remote exam, please go to the following link: Exam Events.

To learn more about exams, competency domains, and knowledge statements, please refer to *Section III* of this document.

Rescheduling the exam

For any changes with regard to the exam date, time, location, or other details, please contact online.exams@pecb.com.

Application fees for examination and certification

Candidates may take the exam without attending the training course. The applicable prices are as follows:
- Lead Exam: $1000[2]
- Manager Exam: $700
- Foundation Exam: $500
- Transition Exam: $500

The application fee for certification is $500.

For the candidates that have attended the training course via one of PECB's partners, the application fee covers the costs of the exam (first attempt and first retake), the application for certification, and the first year of Annual Maintenance Fee (AMF).

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[2] All prices listed in this document are in US dollars.

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Competency domains

The objective of the "PECB Certified ISO/IEC 38500 Lead IT Corporate Governance Manager" examination is to ensure that the candidate has the knowledge and the skills to support an organization in mastering an IT Corporate Governance framework.

The ISO/IEC 38500 Lead IT Corporate Governance Manager certification is intended for:
- Project managers or consultants wanting to prepare and to support an organization In the implementation of Corporate Governance of IT
- ISO 38500 auditors who wish to fully understand the Corporate Governance of IT implementation process
- CxO and Senior Managers responsible for the IT governance of an enterprise and the management of its risks
- Members of groups monitoring the resources within the organization
- External business or technical specialists, such as legal or accounting specialists, retail associations, or professional bodies
- Vendors of hardware, software, communications and other IT products
- Internal and external service providers (including consultants)
- Members of an information security and/or IT team
- Expert advisors in information technology
- Technical experts wanting to formalize, amend, and/or extend the organizations IT-related objectives

The content of the exam is divided as follows:
- **Domain 1:** Principles for good Corporate Governance of IT
- **Domain 2:** Evaluate-Direct-Monitor Model of ISO/IEC 38500
- **Domain 3:** Guidance for the Corporate Government of IT
- **Domain 4:** Evaluate the need and applicability of each principle
- **Domain 5:** Direct the adherence to each principle
- **Domain 6:** Monitor all or key activities related to all the principles

Domain 1: Principles for good Corporate Governance of IT

Main objective: To ensure that the ISO/IEC 38500 Lead IT Corporate Governance Manager candidate can understand, interpret and illustrate the main IT Governance management concepts and guidelines related to Corporate Governance of IT based on ISO/IEC 38500.

Competencies	Knowledge statements
1. Ability to understand and explain the operations of the ISO organization and the development of Corporate Governance of IT principles. 2. Ability to identify, analyze and evaluate the guidance coming from information technology frameworks for an organization. 3. Ability to explain and illustrate the main concepts in IT Corporate Governance. 4. Ability to understand relationship between different standards	1. Knowledge of the guiding principles provided by the framework for the use of Information Technology. 2. Knowledge of the main standards in information technology 3. Knowledge of the different sources of information technology frameworks for an organization: laws, regulations, international and industry standards, contacts, market practices and internal policies 4. Knowledge of the main information security concepts and terminology 5. Knowledge of relationship and main differences between ISO/IEC 38500 and other related standards 6. Knowledge of the concepts of risk and its application in information security

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Domain 2: Evaluate-Direct-Monitor Model of ISO/IEC 38500

Main objective: To ensure that the ISO/IEC 38500 Lead IT Corporate Governance Manager candidate can evaluate direct and monitor the use of information technology based on the IT Governance Model provided by ISO/IEC 38500.

Competencies	Knowledge statements
1. Ability to evaluate, direct and monitor the use of information technology (IT) in organizations by complying with the IT Governance Model provided by ISO/IEC 38500	1. Knowledge of the concepts, principles and terminology related to guidance on corporate governance management
2. Ability to evaluate the current and future use of information technology by organizations	2. Knowledge on the current and future use of IT, including plans, proposals and supply arrangements whether internal or external.
3. Ability to direct the preparation and implementation of plans and policies to ensure that the use of information technology meets organizations requirements	3. Knowledge on implementation of strategies that set direction for investments in IT and policies that establish sound behavior in the use of IT
4. Ability to monitor the conformance of policies and performance of information technology	4. Knowledge of the measurement systems that help in monitoring the performance of IT
5. Ability to understand enablers that individually or collectively influence the governance and management over enterprise IT	5. Knowledge of the enablers categories and enabling processes and principles for governance and management of enterprise IT

Domain 3: Guidance for the Corporate Government of IT

Main objective: To ensure that the ISO/IEC 38500 Lead IT Corporate Governance Manager candidate can understand, interpret and apply the provided guidance for the general principles of good governance of IT.

Competencies	Knowledge statements
1. Ability to understand, explain and illustrate the application of the sub-clauses that provide guidance for the general principles of governance of IT 2. Ability to assign roles and responsibilities in respect of the organization's current and future use of IT 3. Ability to understand, analyze needs and provide guidance on the attribution of roles and responsibilities in the context of the implementation and management of an information technology framework 4. Ability to determine if strategies are followed according to the assigned IT responsibilities and to monitor IT governance mechanisms 5. Ability to establish GEIT Project team and project plan	1. Knowledge of the sub clauses that provide guidance for the general principles of governance of IT 2. Knowledge on the evaluation of options for assigning roles and responsibilities in respect of the organization's current and future use of IT 3. Knowledge of the roles and responsibilities of the key actors during the implementation of information technology framework 4. Knowledge of identification of IT Governance mechanisms and ensure their appropriateness 5. Knowledge of the competencies and skills needed for the GEIT Project Plan when selecting the GEIT project team members

Domain 4: Evaluate the need and applicability of each principle

Main objective: To ensure that the ISO/IEC 38500 Lead IT Corporate Governance Manager candidate can evaluate the strategic alignment of ISO/IEC 38500 principles and organization's objectives.

Competencies	Knowledge statements
1. Ability to determine IT the overall plan which compromises objectives, tactics and principles related to the use of technology within an organization	1. Knowledge on organizations ongoing needs
2. Ability to evaluate and integrate the need and applicability of each IT Governance principle with the business strategy, IT strategy, business structure and IT structures	2. Knowledge on IT activities and ensure they align with organization's objectives for changing circumstances
3. Ability to ensure that IT related activities contribute to the effective and efficient execution of the enterprise strategy	3. Knowledge on enterprises strategic plan, goals and expectations
4. Ability to align IT strategy with enterprise strategy	4. Knowledge on IT strategy implementation plan and ensure plan endorsement by relevant parties
5. Ability to understand the strategic alignment model and alignment domain relationships	5. Knowledge of the strategic alignment model including business strategy, IT strategy, organizational infrastructure and processes and IS infrastructure and process
6. Ability to understand the main strategy formulation steps	6. Knowledge of alignment domain relationships including strategic execution alignment, technology transformation alignment, competitive potential alignment and service level alignment
7. Ability to understand changes in business strategy and list the strategic alignment barriers	7. Knowledge of the four strategy formulation steps
8. Ability to support business strategic alignment and IT	8. Knowledge on IT related goals, changes in business strategy and barriers to strategic alignment
9. Ability to monitor the extent to which IT supports the organization	9. Knowledge of portfolio management goals and activities
10. Ability to prioritize processes	

Domain 5: Direct the adherence to each principle

Main objective: To ensure that the ISO/IEC 38500 Lead IT Corporate Governance Manager candidate can evaluate, direct and monitor the adherence to each principle of IT governance.

Competencies	Knowledge statements
1. Ability to evaluate, direct and monitor adherence to responsibility principle 2. Ability to evaluate, direct and monitor adherence to strategy principle 3. Ability to evaluate, direct and monitor adherence to acquisition principle 4. Ability to evaluate, direct and monitor adherence to performance principle 5. Ability to evaluate, direct and monitor adherence to conformance principle 6. Ability to evaluate, direct and monitor adherence to human behavior principle	1. Knowledge of the main options to evaluate, direct and monitor responsibilities assigned 2. Knowledge of the main developments in IT, business processes and business needs 3. Knowledge on the IT assets acquisition 4. Knowledge on how to measure the level of governance IT performance 5. Knowledge of risks faced by the organization related to IT governance 6. Knowledge of measurement methods that determine if governance IT support business processes 7. Knowledge on IT obligations such as regulatory, legislation, contractual, internal policies, standards and professional guidelines 8. Knowledge of measurement methods that determine if governance IT satisfies obligations

Domain 6: Monitor all or key activities related to all the principles

Main objective: To ensure that the ISO/IEC 38500 Lead IT Corporate Governance Manager candidate can evaluate and monitor governance of IT performance and achieve effective strategic alignment with organizations objectives.

Competencies	Knowledge statements
1. Ability to evaluate the extent to which IT satisfies obligations 2. Ability to evaluate organization's internal conformance to its system for governance of IT 3. Ability to monitor IT compliance and conformance through appropriate reporting and audit practices 4. Ability to monitor IT activities including disposal of assets and data 5. Ability to evaluate if governance of IT supports the business process 6. Ability to evaluate proposal plans that address the operations continuity and treatment of risk associated with the use of IT 7. Ability to evaluate the risk arising from IT-related activities	1. Knowledge on the extent to which IT satisfies obligations: regulatory, legislation, common law, contractual, internal policies, standards and professional guidelines 2. Knowledge on the performance measurement process 3. Knowledge of the measures taken to ensure effective performance of governance of IT 4. Knowledge of measurement objectives and benefits 5. Knowledge of the metrics defied in COBIT such as enterprise goals metrics, process goals metrics and IT-related goals metrics 6. Knowledge on proposed plans to ensure that IT supports the business process with the required capability and capacity 7. Knowledge on risk assessment methods

Based on the above-mentioned domains and their relevance, the exam contains 12 questions, as summarized in the table below:

			Level of understanding (Cognitive/Taxonomy) required					
		Points per question	Questions that measure comprehension, application, and analysis	Questions that measure evaluation	Number of questions per competency domain	% of the exam devoted to each competency domain	Number of points per competency domain	% of points per competency domain
Competency domains	Principles for good Corporate Governance of IT	10	X		3	33.4	20	26.67
		5	X					
		5		X				
	Evaluate-Direct-Monitor Model of ISO/IEC 38500	5	X		1	8.33	5	6.67
	Guidance for the Corporate Government of IT	5	X		3	20	15	26.67
		5	X					
		5	X					
	Evaluate the need and applicability of each principle	10	X		1	8.33	10	13.34
	Direct the adherence to each principle	10		X	2	16.67	15	13.34
		5	X					
	Monitor all or key activities related to all the principles	5		X	2	13.34	10	13.34
		5		X				
	Total points	75						
	Number of questions per level of understanding		8	4				
	% of the exam devoted to each level of understanding (cognitive/taxonomy)		66.67	33.32				

The passing score of the exam is **70%**.

After successfully passing the exam, candidates will be able to apply for obtaining the "PECB Certified ISO/IEC 38500 Lead IT Corporate Governance Manager" credential.

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Taking the exam

General information about the exam

Candidates are required to arrive/be present at least 30 minutes before the exam starts.

Candidates who arrive late will not be given additional time to compensate for the late arrival and may not be allowed to sit for the exam.

Candidates are required to bring a valid identity card (a national ID card, driver's license, or passport) and show it to the invigilator.

If requested on the day of the exam (paper-based exams), additional time can be provided to candidates taking the exam in a non-native language, as follows:
- 10 additional minutes for Foundation exams
- 20 additional minutes for Manager exams
- 30 additional minutes for Lead exams

PECB exam format and type

1. **Paper-based:** Exams are provided on paper, where candidates are not allowed to use anything but the exam paper and a pen. The use of electronic devices, such as laptops, tablets, or phones, is not allowed. The exam session is supervised by a PECB approved Invigilator at the location where the Partner has organized the training course.
2. **Online:** Exams are provided electronically via the PECB Exams application. The use of electronic devices, such as tablets and cell phones, is not allowed. The exam session is supervised remotely by a PECB Invigilator via the PECB Exams application and an external/integrated camera.

For more information about online exams, go to the [PECB Online Exam Guide](#).

PECB exams are available in two types:
1. Essay-type question exam
2. Multiple-choice question exam

This exam comprises essay-type questions. Essay-type questions are used to determine and evaluate whether a candidate can clearly answer questions related to the defined competency domains. Additionally, problem-solving techniques and arguments that are supported with reasoning and evidence will also be evaluated. The exam aims to evaluate candidates' comprehension, analytical skills, and applied knowledge. Therefore, candidates are required to provide logical and convincing answers and explanations in order to demonstrate that they have understood the content and the main concepts of the competency domains.

This is an open-book exam. The candidate is allowed to use the following reference materials:
- A hard copy of the ISO/IEC 38500 standard
- Training course materials (accessed through the PECB Exams app and/or printed)
- Any personal notes taken during the training course (accessed through the PECB Exams app and/or printed)
- A hard copy dictionary

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A sample of exam questions will be provided below.

Note: PECB will progressively transition to multiple-choice exams. They will also be open book and comprise scenario-based questions that will allow PECB to evaluate candidates' knowledge, abilities, and skills to use information in new situations (apply), draw connections among ideas (analyze), and justify a stand or decision (evaluate).

For specific information about exam types, languages available, and other details, please contact examination.team@pecb.com or go to the List of PECB Exams.

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Sample exam questions

1.   Interpretation of ISO/IEC 38500:2015

In ISO 38500:2015 under **Introduction** is stated that "The objective of this International Standard is to provide principles, definitions, and a model for governing bodies to use when evaluating, directing and monitoring the use of information technology (IT) in their organization.

Based on your experience, please indicate to whom this International Standard addresses primarily, its purpose and how ISO 38500:2015 Standard is helpful to promote an efficient use of IT.

Possible answers:

This International Standard is addressed primarily to the governing body. It provides guiding principles for members of governing bodies of organizations such as owners, directors, partners, directors, executive managers or similar to achieve an effective and efficient use of information technology.

Moreover, it provides guidance to those who advice, inform of assist the governing bodies including:
- *Auditors*
- *Internal and external service providers*
- *Executive managers*
- *Members of groups monitoring the resources within the organization*
- *External business or technical specialists, such as legal or accounting specialists, retail or industrial associations, or professional bodies*

The purpose of this International Standard is to promote effective, efficient and acceptable use of IT in all organizations by:
- *Assuring stakeholders that, if the principles and practices proposed by the standard are followed they can have confidence in the organization's governance of IT*
- *Informing and guiding governing bodies in governing the use of IT in their organization, and*
- *Establishing a vocabulary for the governance of IT*

2.   Benefits of Good Governance of IT

In ISO/IEC 38500:2015 under the **Benefits of Good Governance of IT** is stated that "This International Standard establishes a model for the governance of IT.
Please indicate the components of this model and it significance

Possible answers:

ISO/IEC 38500:2015 establishes a model which sets out six principles of good governance of IT such as:
1. *Responsibility*
2. *Strategy*
3. *Acquisition*
4. *Performance*
5. *Conformance*
6. *Human behavior*

These principles express preferred behavior to guide decision making. By using this model, governing bodies should govern IT through three main tasks such as:
- *Evaluate the current and future use of IT*

- *Direct preparation and implementation of strategies and policies to ensure that use of IT meets business objectives*
- *Monitor conformance to policies, and performance against the strategies*

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Exam Security Policy

PECB is committed to protect the integrity of its exams and the overall examination process, and relies upon the ethical behavior of applicants, potential applicants, candidates and partners to maintain the confidentiality of PECB exams. This Policy aims to address unacceptable behavior and ensure fair treatment of all candidates.

Any disclosure of information about the content of PECB exams is a direct violation of this Policy and PECB's Code of Ethics. Consequently, candidates taking a PECB exam are required to sign an Exam Confidentiality and Non-Disclosure Agreement and must comply with the following:

1. The questions and answers of the exam materials are the exclusive and confidential property of PECB. Once candidates complete the submission of the exam to PECB, they will no longer have any access to the original exam or a copy of it.
2. Candidates are prohibited from revealing any information regarding the questions and answers of the exam or discuss such details with any other candidate or person.
3. Candidates are not allowed to take with themselves any materials related to the exam, out of the exam room.
4. Candidates are not allowed to copy or attempt to make copies (whether written, photocopied, or otherwise) of any exam materials, including, without limitation, any questions, answers, or screen images.
5. Candidates must not participate nor promote fraudulent exam-taking activities, such as:
   • Looking at another candidate's exam material or answer sheet
   • Giving or receiving any assistance from the invigilator, candidate, or anyone else
   • Using unauthorized reference guides, manuals, tools, etc., including using "brain dump" sites as they are not authorized by PECB

Once a candidate becomes aware or is already aware of the irregularities or violations of the points mentioned above, they are responsible for complying with those, otherwise if such irregularities were to happen, candidates will be reported directly to PECB or if they see such irregularities, they should immediately report to PECB.

Candidates are solely responsible for understanding and complying with PECB Exam Rules and Policies, Confidentiality and Non-Disclosure Agreement and Code of Ethics. Therefore, should a breach of one or more rules be identified, candidates will not receive any refunds. In addition, PECB has the right to deny the right to enter a PECB exam or to invite candidates for an exam retake if irregularities are identified during and after the grading process, depending on the severity of the case.

Any violation of the points mentioned above will cause PECB irreparable damage for which no monetary remedy can make up. Therefore, PECB can take the appropriate actions to remedy or prevent any unauthorized disclosure or misuse of exam materials, including obtaining an immediate injunction. PECB will take action against individuals that violate the rules and policies, including permanently banning them from pursuing PECB credentials and revoking any previous ones. PECB will also pursue legal action against individuals or organizations who infringe upon its copyrights, proprietary rights, and intellectual property.

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Exam results

Exam results will be communicated via email.

- The time span for the communication starts from the exam date and lasts three to eight weeks for essay type exams and two to four weeks for multiple-choice paper-based exams.
- For online multiple-choice exams, candidates receive their results instantly.

Candidates who successfully complete the exam will be able to apply for one of the credentials of the respective certification scheme.

For candidates who fail the exam, a list of the domains where they have performed poorly will be added to the email to help them prepare better for a retake.

Candidates that disagree with the results may request a re-evaluation by writing to examination.team@pecb.com within 30 days of receiving the results. Re-evaluation requests received after 30 days will not be processed. If candidates do not agree with the results of the reevaluation, they have 30 days from the date they received the reevaluated exam results to file a complaint through the PECB Ticketing System. Any complaint received after 30 days will not be processed.

Exam Retake Policy

There is no limit to the number of times a candidate can retake an exam. However, there are certain limitations in terms of the time span between exam retakes.

If a candidate does not pass the exam on the 1st attempt, they must wait 15 days after the initial date of the exam for the next attempt (1st retake).

Note: Candidates who have completed the training course with one of our partners, and failed the first exam attempt, are eligible to retake for free the exam within a 12-month period from the date the coupon code is received (the fee paid for the training course, includes a first exam attempt and one retake). Otherwise, retake fees apply.

For candidates that fail the exam retake, PECB recommends they attend a training course in order to be better prepared for the exam.

To arrange exam retakes, based on exam format, candidates that have completed a training course, must follow the steps below:
1. Online Exam: when scheduling the exam retake, use initial coupon code to waive the fee
2. Paper-Based Exam: candidates need to contact the PECB Partner/Distributor who has initially organized the session for exam retake arrangement (date, time, place, costs).

Candidates that have not completed a training course with a partner, but sat for the online exam directly with PECB, do not fall under this Policy. The process to schedule the exam retake is the same as for the initial exam.

SECTION III: CERTIFICATION PROCESS AND REQUIREMENTS

PECB ISO/IEC 38500 credentials

All PECB certifications have specific requirements regarding education and professional experience. To determine which credential is right for you, take into account your professional needs and analyze the criteria for the certifications.

The credentials in the PECB ISO/IEC 38500 scheme have the following requirements:

Credential	Education	Exam	Professional experience	ITCGMS project experience	Other requirements
PECB Certified ISO/IEC 38500 Provisional IT Corporate Governance Manager	At least secondary education	PECB Certified ISO/IEC 38500 Lead IT Corporate Governance Manager exam or equivalent	None	None	Signing the PECB Code of Ethics
PECB Certified ISO/IEC 38500 IT Corporate Governance Manager			Two years: One year of work experience in IT governance	Project activities: a total of 200 hours	
PECB Certified ISO/IEC 38500 Lead IT Corporate Governance Manager			Five years: Two years of work experience in IT governance	Project activities: a total of 300 hours	
PECB Certified ISO/IEC 38500 Senior Lead IT Corporate Governance Manager			Ten years: Seven years of work experience in IT governance	Project activities: a total of 1,000 hours	

To be considered valid, the IT Governance activities should follow best implementation practices and include the following:
1. Defining a governance management approach
2. Selecting an IT Governance model
3. Defining the roles and responsibilities of individuals and groups within the organization
4. Determining the current and future IT needs
5. Planning the allocation of resources
6. Performing an on-going analysis of IT acquisition
7. Providing the services required to meet the current and future objectives
8. Ensuring IT compliance with legislation and regulations

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Applying for certification

All candidates who successfully pass the exam (or an equivalent accepted by PECB) are entitled to apply for the PECB credential they were assessed for. Specific educational and professional requirements need to be fulfilled in order to obtain a PECB certification. Candidates are required to fill out the online certification application form (that can be accessed via their PECB account), including contact details of individuals who will be contacted to validate the candidates' professional experience. Candidates can submit their application in English, French, German, Spanish or Korean languages. They can choose to either pay online or be billed. For additional information, please contact certification.team@pecb.com.

The online certification application process is very simple and takes only a few minutes:
- Register your account
- Check your email for the confirmation link
- Log in to apply for certification

For more information on how to apply for certification, click here.

The Certification Department validates that the candidate fulfills all the certification requirements regarding the respective credential. The candidate will receive an email about the application status, including the certification decision.

Following the approval of the application by the Certification Department, the candidate will be able to download the certificate and claim the corresponding Digital Badge. For more information about downloading the certificate, click here, and for more information about claiming the Digital Badge, click here.

PECB provides support both in English and French.

Professional experience

Candidates must provide complete and correct information regarding their professional experience, including job title(s), start and end date(s), job description(s), and more. Candidates are advised to summarize their previous or current assignments, providing sufficient details to describe the nature of the responsibilities for each job. More detailed information can be included in the résumé.

Professional references

For each application, two professional references are required. They must be from individuals who have worked with the candidate in a professional environment and can validate their IT governance management experience, as well as their current and previous work history. Professional references of persons who fall under the candidate's supervision or are their relatives are not valid.

ITGM project experience

The candidate's implementation log will be checked to ensure that the applicant has the minimal required number of implementation-hours. The following implementation types constitute valid implementation experience: internal implementation, external/consulting implementation or partial implementation of a Governance Management system.

Evaluation of certification applications

The Certification Department will evaluate each application to validate the candidates' eligibility for certification or certificate program. A candidate whose application is being reviewed will be notified in writing and, if necessary, given a reasonable time frame to provide any additional documentation. If a candidate does not respond by the deadline or does not provide the required documentation within the given time frame, the Certification Department will validate the application based on the initial information provided, which may lead to the candidates' credential downgrade.

SECTION IV: CERTIFICATION POLICIES

Denial of certification

PECB can deny certification/certificate program if candidates:
- Falsify the application
- Violate the exam procedures
- Violate the PECB Code of Ethics

Candidates whose certification/certificate program has been denied can file a complaint through the complaints and appeals procedure. For more detailed information, refer to **Complaint and Appeal Policy** section.

The application payment for the certification/certificate program is nonrefundable.

Certification status options

Active

Means that your certification is in good standing and valid, and it is being maintained by fulfilling the PECB requirements regarding the CPD and AMF.

Suspended

PECB can temporarily suspend candidates' certification if they fail to meet the requirements. Other reasons for suspending certification include:
- PECB receives excessive or serious complaints by interested parties (suspension will be applied until the investigation has been completed.)
- The logos of PECB or accreditation bodies are willfully misused.
- The candidate fails to correct the misuse of a certification mark within the determined time by PECB.
- The certified individual has voluntarily requested a suspension.
- PECB deems appropriate other conditions for suspension of certification.

Revoked

PECB can revoke (that is, to withdraw) the certification if the candidate fails to satisfy its requirements. In such cases, candidates are no longer allowed to represent themselves as PECB Certified Professionals. Additional reasons for revoking certification can be if the candidates:
- Violate the PECB Code of Ethics
- Misrepresent and provide false information of the scope of certification
- Break any other PECB rules
- Any other reasons that PECB deems appropriate

Candidates whose certification has been revoked can file a complaint through the complaints and appeals procedure. For more detailed information, refer to **Complaint and Appeal Policy** section.

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Other statuses

Besides being active, suspended, or revoked, a certification can be voluntarily withdrawn or designated as Emeritus. To learn more about these statuses and the permanent cessation status, go to Certification Status Options.

Upgrade and downgrade of credentials

Upgrade of credentials

Professionals can upgrade their credentials as soon as they can demonstrate that they fulfill the requirements.

To apply for an upgrade, candidates need to log into their PECB account, visit the "My Certifications" tab, and click on "Upgrade." The upgrade application fee is $100.

Downgrade of credentials

A PECB Certification can be downgraded to a lower credential due to the following reasons:
- The AMF has not been paid.
- The CPD hours have not been submitted.
- Insufficient CPD hours have been submitted.
- Evidence on CPD hours has not been submitted upon request.

Note: PECB certified professionals who hold Lead certifications and fail to provide evidence of certification maintenance requirements will have their credentials downgraded. The holders of Master Certifications who fail to submit CPDs and pay AMFs will have their certifications revoked.

Renewing the certification

PECB certifications are valid for three years. To maintain them, PECB certified professionals must meet the requirements related to the designated credential, e.g., they must fulfill the required number of continual professional development (CPD) hours. In addition, they need to pay the annual maintenance fee ($120). For more information, go to the Certification Maintenance page on the PECB website.

Closing a case

If candidates do not apply for certification within one year, their case will be closed. Even though the certification period expires, candidates have the right to reopen their case. However, PECB will no longer be responsible for any changes regarding the conditions, standards, policies, and candidate handbook that were applicable before the case was closed. A candidate requesting their case to reopen must do so in writing to certification.team@pecb.com and pay the required fee.

Complaint and Appeal Policy

Any complaints must be made no later than 30 days after receiving the certification decision. PECB will provide a written response to the candidate within 30 working days after receiving the complaint. If candidates do not find the response satisfactory, they have the right to file an appeal.

For more information about the Complaint and Appeal Policy, click here.

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SECTION V: GENERAL POLICIES

Exams and certifications from other accredited certification bodies

PECB accepts certifications and exams from other recognized accredited certification bodies. PECB will evaluate the requests through its equivalence process to decide whether the respective certification(s) or exam(s) can be accepted as equivalent to the respective PECB certification (e.g., ISO/IEC 38500 Lead IT Corporate Governance Manager certification).

Non-discrimination and special accommodations

All candidate applications will be evaluated objectively, regardless of the candidates' age, gender, race, religion, nationality, or marital status.

To ensure equal opportunities for all qualified persons, PECB will make reasonable accommodations[3] for candidates, when appropriate. If candidates need special accommodations because of a disability or a specific physical condition, they should inform the partner/distributor in order for them to make proper arrangements[4]. Any information that candidates provide regarding their disability/special needs will be treated with confidentiality. To download the Candidates with Disabilities Form, click here.

Behavior Policy

PECB aims to provide top-quality, consistent, and accessible services for the benefit of its external stakeholders: distributors, partners, trainers, invigilators, examiners, members of different committees and advisory boards, and clients (trainees, examinees, certified individuals, and certificate holders), as well as creating and maintaining a positive work environment which ensures safety and well-being of its staff, and holds the dignity, respect and human rights of its staff in high regard.

The purpose of this Policy is to ensure that PECB is managing unacceptable behavior of external stakeholders towards PECB staff in an impartial, confidential, fair, and timely manner. To read the Behavior Policy, click here.

Refund Policy

PECB will refund your payment, if the requirements of the Refund Policy are met. To read the Refund Policy, click here.

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[3] According to ADA, the term "reasonable accommodation" may include: (A) making existing facilities used by employees readily accessible to and usable by individuals with disabilities; and (B) job restructuring, part-time or modified work schedules, reassignment to a vacant position, acquisition or modification of equipment or devices, appropriate adjustment or modifications of examinations, training materials or policies, the provision of qualified readers or interpreters, and other similar accommodations for individuals with disabilities.

[4] ADA Amendments Act of 2008 (P.L. 110−325) Sec. 12189. Examinations and courses. [Section 309]: Any person that offers examinations or courses related to applications, licensing, certification, or credentialing for secondary or post-secondary education, professional, or trade purposes shall offer such examinations or courses in a place and manner accessible to persons with disabilities or offer alternative accessible arrangements for such individuals.

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Emails:

Examination:
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Certification:
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PECB Help Center

Visit our Help Center to browse Frequently Asked Questions (FAQ), view manuals for using PECB website and applications, read documents related to PECB processes, or to contact us via Support Center's online tracking system.

www.pecb.com