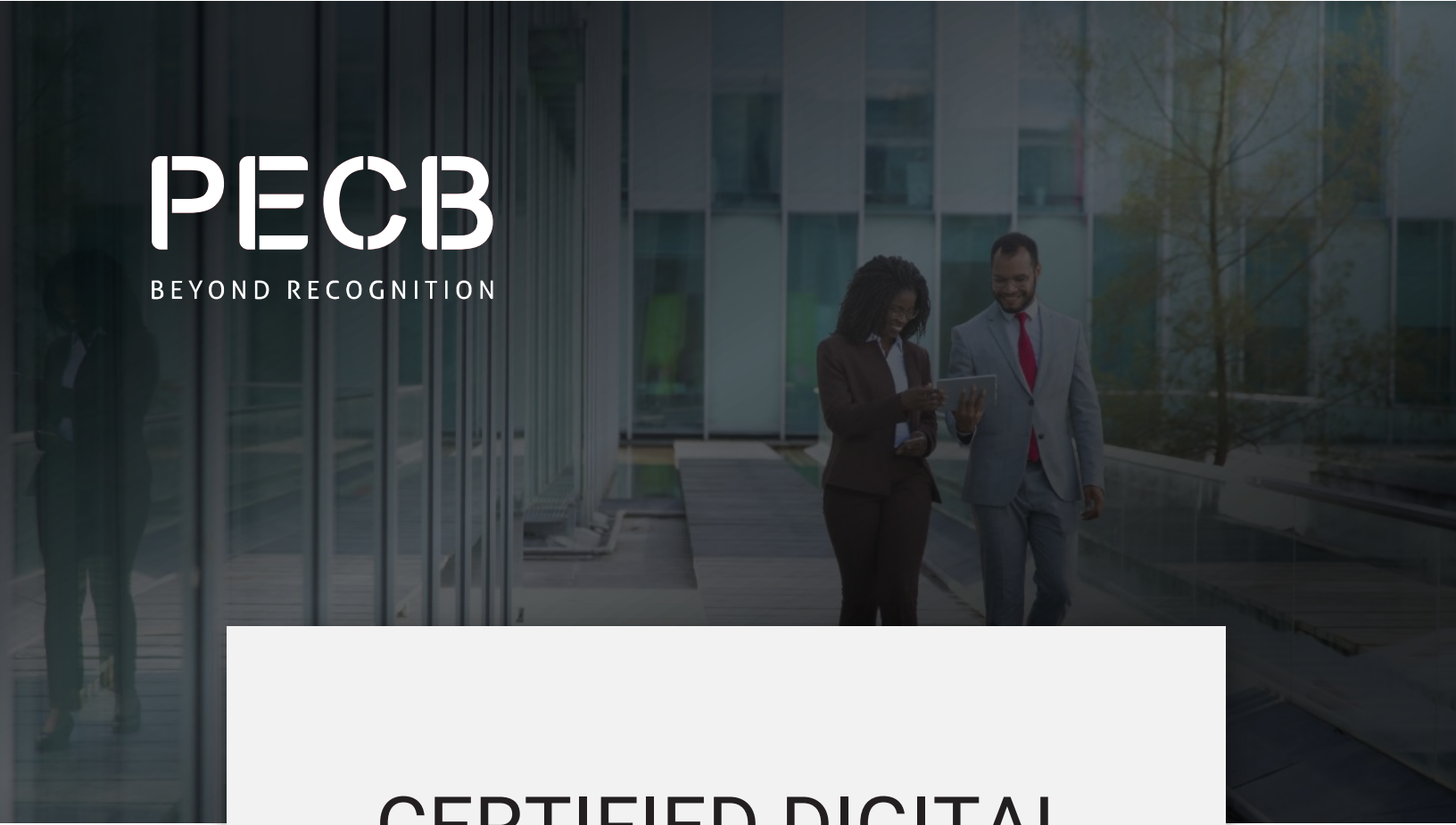


The logo for PECB, featuring the letters 'P', 'E', 'C', and 'B' in a bold, white, sans-serif font. The 'E' and 'C' have a unique design with a vertical line through them.

PECB

BEYOND RECOGNITION

A photograph of a modern office building with large glass windows. In the foreground, a woman in a dark suit and a man in a light blue suit are walking and looking at a tablet together. The background shows the building's facade and some trees.

CERTIFIED DIGITAL TRANSFORMATION OFFICER

Candidate Handbook

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SECTION I: INTRODUCTION

About PECB

PECB is a certification body that provides education¹, 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

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

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.

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](#).

Introduction to Certified Digital Transformation Officer

The digital age has changed how organizations operate. The traditional strategies no longer fulfill the needs of organizations and the integration of new approaches and methodologies for creating a digital culture has become essential for organizations seeking to improve their effectiveness and efficiency. Considering the high impact that new technologies can have in business operations, this training course provides information on main digital transformation technologies, including artificial intelligence (AI), big data, blockchain, machine learning (ML), Internet of Things (IoT), and cloud computing. In addition, it provides an overview of essential digital transformation concepts and methodologies as well as the impact of digital transformation across different industries.

The Certified Digital Transformation Officer credential is a professional certification for individuals aiming to demonstrate competencies in supporting an organization to design, implement, monitor, and improve a digital transformation strategy.

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 Certified Digital Transformation Officer 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@pecb.com.

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 examination@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: \$1000²
- 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).

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

Competency domains

The objective of the “PECB Certified Digital Transformation Officer” exam is to ensure that the candidate has acquired the necessary competencies to support an organization in planning, designing, and implementing a digital transformation strategy.

The Certified Digital Transformation Officer certification is intended for:

- Managers and leaders seeking to improve their digital capabilities
- Individuals responsible for transforming the organization’s operations through digital technologies
- IT professionals or consultants seeking to enhance their knowledge on digital design and strategy to support the organization’s digital transformation initiatives
- C-suite executives in digital, marketing, and IT roles seeking to understand how digital technologies can be used to transform business processes

The content of the exam is divided as follows:

- **Domain 1:** Fundamental concepts of digital transformation
- **Domain 2:** Digital transformation technologies and methodologies
- **Domain 3:** Planning the digital transformation strategy
- **Domain 4:** Establishing and implementing the digital transformation strategy
- **Domain 5:** Monitoring the digital transformation strategy

Domain 1: Fundamental concepts of digital transformation

Main objective: Ensure that the candidate understands and is able to interpret digital transformation concepts.

Competencies	Knowledge statements
1. Ability to understand and explain the main concepts of digital transformation	1. Knowledge of the main concepts of digital transformation
2. Ability to explain the difference between digital transformation, digitalization, and digitization	2. Knowledge of the difference between digital transformation, digitalization, and digitization
3. Ability to understand and explain the digital transformation components	3. Knowledge of the digital transformation components
4. Ability to understand and explain the domains of digital transformation	4. Knowledge of digital transformation domains
5. Ability to understand and explain digital maturity and its dimensions	5. Knowledge of the digital maturity and its components
6. Ability to understand and explain the digital transformation technologies	6. Knowledge of the digital transformation technologies
7. Ability to understand and explain the benefits and challenges of digital transformation	7. Knowledge of the benefits and challenges of digital transformation
8. Ability to understand and explain the digital ecosystem and its impact on digital transformation	8. Knowledge of the digital ecosystem
9. Ability to understand and explain the main that should be taken to build a successful digital ecosystem	9. Knowledge of the main steps for building a successful digital ecosystem
10. Ability to understand and explain the types of digital business models	10. Knowledge of the main strategies for creating a new digital business model

Domain 2: Digital transformation technologies and methodologies

Main objective: Ensure that the candidate understands the main digital transformation technologies and is able to adopt digital transformation methodologies.

Competencies	Knowledge statements
<ol style="list-style-type: none"> 1. Ability to understand and explain the main digital transformation technologies such as artificial intelligence (AI), machine learning (ML), Internet of Things (IoT), blockchain, cloud computing, and big data 2. Ability to understand and explain the correlation between AI and ML, and their impact in digital transformation 3. Ability to understand and explain AI risks and security threats of ML systems 4. Ability to understand and explain types of blockchain and the benefits and applications of IoT and blockchain 5. Ability to understand and explain cloud computing and its characteristics 6. Ability to understand and explain cloud services and deployment models and the benefits and impact of cloud computing in digital transformation 7. Ability to understand and explain the importance of big data analytics and its main types 8. Ability to understand and explain digital transformation approaches, including top-down, iterative, departmental change, and bottom-up approaches 9. Ability to interpret digital transformation methodologies, including agile, Lean Six Sigma, change management, customer experience, and PMBOK 10. Ability to understand and explain digital asset management and its benefits and challenges 	<ol style="list-style-type: none"> 1. Knowledge of the main digital transformation technologies such as AI, ML, IoT, blockchain, cloud computing, and big data 2. Knowledge of the relation between AI and ML and their impact in digital transformation 3. Knowledge of AI risks and applications of AI in the real world, and the threats of ML systems 4. Knowledge of the types of blockchain and the applications of IoT and blockchain 5. Knowledge of cloud computing and its characteristics 6. Knowledge of cloud services and deployment models, and the benefits and impact of cloud computing in digital transformation 7. Knowledge of big data analytics and the role of big data in digital transformation 8. Knowledge of digital transformation approaches and methodologies 9. Knowledge of the main implementation methodologies that can be used for implementing a digital transformation strategy 10. Knowledge of digital asset management and its benefits and challenges

Domain 3: Planning the digital transformation strategy

Main objective: Ensure that the candidate is able to plan the implementation of a digital transformation strategy.

Competencies	Knowledge statements
<ol style="list-style-type: none"> 1. Ability to understand and explain the differences between a digital strategy and digital transformation strategy 2. Ability to identify and explain the steps required to effectively plan the digital transformation strategy 3. Ability to analyze the current situation of an organization, including conducting competitive analysis, gap analysis, and SWOT analysis 4. Ability to understand and explain the structure of a digital team and its role in digital transformation 5. Ability to understand and explain the risk management process and its importance for planning the digital transformation strategy 6. Ability to identify digital security threats and vulnerabilities 	<ol style="list-style-type: none"> 1. Knowledge of the digital strategy and digital transformation strategy 2. Knowledge of the steps required to effectively plan a digital transformation strategy 3. Knowledge of the main approaches for analyzing the organization’s current situation 4. Knowledge of the digital team structure 5. Knowledge of the risk management process 6. Knowledge of digital security threats and vulnerabilities

Domain 4: Establishing and implementing the digital transformation strategy

Main objective: Ensure that the candidate is able to implement the processes needed for designing and executing a digital transformation strategy.

Competencies	Knowledge statements
<ol style="list-style-type: none"> 1. Ability to understand and explain the main steps that should be taken to effectively implement a digital transformation strategy 2. Ability to understand and explain the main elements that should be considered when designing a digital transformation strategy, including innovation, optimization, agility, and scale 3. Ability to establish key performance indicators (KPIs) 4. Ability to analyze and explain the role of design elements in a digital transformation strategy 5. Ability to prioritize digital transformation change management 6. Ability to understand and explain digital transformation change management best practices 7. Ability to perform the activities needed to execute the digital transformation strategy 8. Ability to facilitate a culture change and create a digital culture within the organization 9. Ability to establish a strategy for internal and external communication of the digital transformation strategy 10. Ability to encourage employee engagement in the digital transformation strategy 	<ol style="list-style-type: none"> 1. Knowledge of the main steps that should be taken to effectively implement a digital transformation strategy 2. Knowledge of innovation strategies, digital optimization, agility, and scale 3. Knowledge of the most common digital transformation KPIs 4. Knowledge of the design elements in digital transformation strategy 5. Knowledge of digital transformation change management 6. Knowledge of digital transformation change management practices 7. Knowledge of the steps that should be taken to execute a digital transformation strategy 8. Knowledge of the concepts of digital culture, culture change, and digital IQ 9. Knowledge of the digital transformation strategy communication process 10. Knowledge of customer and employee engagement in the digital transformation strategy

Domain 5: Monitoring the digital transformation strategy

Main objective: Ensure that the candidate is able to evaluate, monitor, and measure the performance of a digital transformation strategy.

Competencies	Knowledge statements
<ol style="list-style-type: none"> 1. Ability to monitor, measure, analyze, and evaluate a digital transformation strategy 2. Ability to understand and monitor KPIs 3. Ability to understand, explain, and establish a digital transformation measurement process 4. Ability to understand and explain digital measures categories 5. Ability to understand and explain the impact of digital transformation across different industries, including energy, healthcare, education, government, and food processing industries 6. Ability to understand the concept of industry 4.0 	<ol style="list-style-type: none"> 1. Knowledge of monitoring, measuring, analyzing, and evaluating practices 2. Knowledge of KPIs 3. Knowledge of the digital transformation measurement process 4. Knowledge of digital measures categories 5. Knowledge of the impact of digital transformation across different industries, such as energy, healthcare, education, government, and food processing industries 6. Knowledge of industry 4.0 and industrial transformation pyramid

Based on the above-mentioned domains and their relevance, the exam contains 80 multiple-choice questions, as summarized in the table below:

		Level of understanding (Cognitive/Taxonomy) required			
		Number of questions/points per competency domain	% of the exam devoted/points to/for each competency domain	Questions that measure comprehension, application, and analysis	Questions that measure evaluation
Competency domains	Fundamental concepts of digital transformation	11	13.75	X	
	Digital transformation technologies and methodologies	30	37.5	X	
	Planning the digital transformation strategy	12	15		X
	Establishing and implementing the digital transformation strategy	18	22.5		X
	Monitoring the digital transformation strategy	9	11.25	X	
Total		80	100%		
Number of questions per level of understanding				50	30
% of the exam devoted to each level of understanding (cognitive/taxonomy)				62.5%	37.5%

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

After successfully passing the exam, candidates will be able to apply for obtaining the “PECB Certified Digital Transformation Officer” credential.

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 multiple-choice questions: The multiple-choice exam can be used to evaluate candidates' understanding on both simple and complex concepts. It comprises both stand-alone and scenario-based questions. Stand-alone questions stand independently within the exam and are not context-dependent, whereas scenario-based questions are context-dependent, i.e., they are developed based on a scenario which a candidate is asked to read and is expected to provide answers to five questions related to that scenario. When answering stand-alone and scenario-based questions, candidates will have to apply various concepts and principles explained during the training course, analyze problems, identify and evaluate alternatives, combine several concepts or ideas, etc.

Each multiple-choice question has three options, of which one is the correct response option (keyed response) and two incorrect response options (distractors).

PECB

This is an open-book exam. The candidate is allowed to use the following reference materials:

- 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

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@pecb.com or go to the [List of PECB Exams](#).

Sample exam questions

Coursetter is a training course provider that operates in Sidney, Australia. It provides training courses on IT and computer science, including web development, network engineering, software engineering, and databases. The existing business model of the company involves three main segments: customers, value, and efficiency. With customers being at the center of this model, *Coursetter* focuses on understanding customers' needs. The company has been providing on-site training courses for several years; however, due to the increased number of students, *Coursetter* decided to digitally transform its operations and provide courses online.

As the first step toward digital transformation, *Coursetter* determined its existing digital maturity level by using a digital maturity model. To ensure effective digital transformation, *Coursetter* established a team to build a digital ecosystem which would improve operational efficiency and support cultural change. The digital team, comprised by only developers and testers, was assigned to design, implement, optimize, and maintain the digital transformation strategy. During this process, the top management was in charge of approving the plan, and then communicating the plan to other employees of the company.

The team started its work by analyzing different digital ecosystems and defining the desired outcomes. Then, they identified the needs of students and their expectations in order to define how user experience could be improved. The team established a digital ecosystem map including all digital tools and platforms that *Coursetter* utilizes.

The company decided to develop an online platform with appropriate registration and authentication functions that would allow students and other interested parties to access available courses at any time. *Coursetter* decided to move its software development activities to a complete development and deployment environment in cloud which would reduce the coding time and allow the company to efficiently manage the application life cycle.

Based on the scenario above, answer the following questions:

- 1. What kind of digital business model does *Coursetter* have?**
 - A. Marketplace Model
 - B. Freemium Model
 - C. **Business Model Canvas**
- 2. Which digital transformation approach did *Coursetter* use to implement the digital transformation strategy?**
 - A. **Top-down**
 - B. Departmental change
 - C. Bottom-up
- 3. The digital team of *Coursetter* consists of only developers and testers. Is this recommended?**
 - A. No, the digital team must consist of developers, testers, and cloud engineers
 - B. **No, the digital team is not limited to testers and developers, it should consist of members from different areas of the organization**
 - C. Yes, the digital team should consist of developers and testers only

4. **As part of building a digital ecosystem, the team identified the needs and expectations of students. Is this recommended?**
- A. No, customers' needs and expectations should be identified after building a digital ecosystem
 - B. No, customers' needs and expectations should not be considered when building a digital ecosystem
 - C. **Yes, customers' needs and expectations should be identified in order to build a successful digital ecosystem**
5. **Which cloud service model did Coursetter use?**
- A. Infrastructure as a Service
 - B. **Platform as a Service**
 - C. Software as a Service

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.

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 results@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 Certified Digital Transformation Officer 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 Certified Digital Transformation Officer scheme have the following requirements:

Credential	Education	Exam	Professional experience	Digital transformation project experience	Other requirements
PECB Certified Provisional Digital Transformation Officer	At least secondary education	PECB Certified Digital Transformation Officer exam	None	None	Signing the PECB Code of Ethics
PECB Certified Digital Transformation Officer			Five years: Two years of work experience in digital transformation	Project activities: a total of 300 hours	

To be considered valid, the digital transformation project activities should follow best practices and include the following:

1. Assessing risks related to digital transformation
2. Creating a digital ecosystem
3. Designing and implementing a digital transformation strategy
4. Conducting a gap analysis or SWOT analysis for digital transformation projects
5. Measuring the ROI of digital transformation projects

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@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 digital transformation project 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.

Digital transformation project experience

The candidate's digital transformation project log will be checked to ensure that the candidate has the required number of project activity hours.

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.

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 (\$100). 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@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](#).

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 27001 Lead Implementer 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 accommodations³ 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 arrangements⁴. 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](#).

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:

examination@pecb.com

Certification:

certification@pecb.com

Customer Service:

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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