PECB
BEYOND RECOGNITION

ISO 31000 LEAD RISK MANAGER

Candidate Handbook

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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 31000 Lead Risk Manager

Organizations of all types and sizes nowadays face internal and external risks that affect the achievement of their objectives. The International Organization for Standardization (ISO) has developed, as a response to organizations' needs to manage risk, ISO 31000, a standard which provides a set of principles, a framework, and a risk management process that can be used for managing risks and opportunities faced by the organization.

ISO 31000 describes the process of identifying, analyzing, evaluating, treating, communicating, monitoring, and reviewing and recording risk. It provides guidance for organizations wanting to develop, implement, and continuously improve a process that will ensure effective risk and opportunity management. Moreover, it recommends integrating the risk management process into organization's strategy and planning, management, reporting processes, policies, values, and culture. The standard's recommendations can be applied on decision-making at all levels of an organization (strategic, tactical, or operational).

The application of a risk management process in accordance with the recommendations of ISO 31000 can increase the opportunities to achieve organizational objectives, encourage proactive risk management within the organization, improve the identification of potential opportunities, and improve organizational governance and compliance to legal and other requirements.

Considering that organizations engage in activities that involve internal or external risks, today's employers are not just seeking professionals in risk management, but they require proof from professionals of the skills and knowledge that they have. Today, organizations give critical importance on the process of hiring, contracting with, and promoting certified practitioners that are prepared to tackle current and future challenges in the business world.

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 31000 Lead Risk 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@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 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: $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 31000 Lead Risk Manager" exam is to ensure that the candidate has acquired the necessary knowledge and skills to support an organization in creating and protecting value by managing risks, making decisions, and improving performance using the ISO 31000 guidelines.

The ISO 31000 Lead Risk Manager certification is intended for:
• Risk management directors, managers, officers
• Professionals responsible for the creation and protection of value in organizations, through effective management of risks
• Top management members who seek guidance on how risk management should be integrated at a strategic level
• Individuals responsible for risk management processes
• Individuals wishing to pursue a career in risk management

The content of the exam is divided as follows:
• **Domain 1:** Fundamental principles and concepts of risk management
• **Domain 2:** Establishing the risk management framework
• **Domain 3:** Initiating the risk management process and assessing risks
• **Domain 4:** Risk treatment, and risk recording and reporting
• **Domain 5:** Risk monitoring, review, communication, and consultation

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Domain 1: Fundamental principles and concepts of risk management

Main objective: Ensure that the candidate understands and is able to interpret and illustrate the ISO 31000 concepts, principles, and recommendations.

Competencies	Knowledge statements
1. Ability to explain what ISO does and the key principles in standard development 2. Ability to distinguish between various ISO management system standards 3. Ability to explain and illustrate the main concepts of risk management 4. Ability to interpret the advantages of effective risk management in an organization 5. Ability to understand the risk management principles 6. Ability to identify significant aspects for an effective risk management 7. Ability to understand and distinguish the different types of risk	1. Knowledge of the main standards related to risk management 2. Knowledge of the main concepts and terminology described in ISO 31000 and the application of concept of risk in organizations 3. Knowledge of the main advantages and benefits that organizations can gain by an effective implementation of a risk management process 4. Knowledge of the ISO 31000 risk management principles and their application in organizations 5. Knowledge of the main elements to be applied by an organization for a successful risk management process 6. Knowledge of risk types, including strategic risks, financial risks, compliance risks, and operational risks

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Domain 2: Establishing the risk management framework

Main objective: Ensure that the candidate can contribute in the development of a risk management framework, based on the recommendations of ISO 31000.

Competencies	Knowledge statements
1. Ability to understand and interpret the recommendations for the risk management framework provided by ISO 31000 2. Ability to distinguish the relationships and main components of the risk management framework 3. Ability to understand the context of an organization when designing the risk management framework 4. Ability to understand the establishment of a risk management policy 5. Ability to identify who is accountable for the development, implementation and maintenance of the risk management framework 6. Ability to identify the necessary resources for the risk management implementation 7. Ability to establish the external and internal context of the organization 8. Ability to identify all relevant stakeholders in the risk management process 9. Ability to understand the importance of risk communication and consultation. 10. Ability to understand and determine the principles of risk communication 11. Ability to set and define risk communication objectives 12. Ability to understand the importance of and reasons for recording and reporting of risk management activities 13. Ability to understand the control of records of risk management activities 14. Ability to understand risk reporting 15. Ability to document the risk management process and its outcomes 16. Ability to monitor and review risk management activities	1. Knowledge of the ISO 31000 risk management framework and its recommendations 2. Knowledge of the relationship and main components of risk management frameworks (Leadership and Commitment, Integration, Design, Implementation, Evaluation, Improvement) 3. Knowledge on how to understand an organization's external and internal context 4. Knowledge of the ways that can be used to articulate commitment to risk management 5. Knowledge on how to define organizational roles, authorities, responsibilities and accountabilities for an effective risk management and knowledge of the ISO 31000 recommendations on accountability and risk owners 6. Knowledge on the allocation of appropriate resources needed for risk management implementation 7. Knowledge on how to establish the organization`s internal and external context for the risk management process 8. Knowledge on the identification and analysis of stakeholders, and their involvement in the risk management process 9. Knowledge of the main purpose of risk communication and consultation 10. Knowledge of the principles of an efficient risk communication 11. Knowledge of the main objectives of the risk communication 12. Knowledge of the importance of recording and reporting of the risk management processes 13. Knowledge of the recording and reporting goals of risk management activities based on ISO 31000 and knowledge of the tools and

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techniques used to control and register records

14. Knowledge on important factors of risk reporting based on the recommendations of ISO 31000

15. General knowledge on the risk management documentation. Knowledge on the documentation pyramid, criteria and types of documents that are necessary for risk management documentation.

16. Knowledge on how to monitor the risk management activities and knowledge of the elements to be considered during the risk management review

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Domain 3: Initiating the risk management process and assessing risks

Main objective: Ensure that the candidate is able to initiate the risk management process and is able to assess risks based on the steps recommended by ISO 31000.

Competencies	Knowledge statements
1. Ability to understand, interpret, and apply the risk management process based on the recommendations of ISO 31000 2. Ability to define the risk management process scope and boundaries 3. Ability to understand and identify the appropriate risk analysis approach. 4. Ability to define the risk criteria 5. Ability to integrate the risk management process into the organization's processes 6. Ability to identify, analyze and evaluate risks 7. Ability to prioritize risks 8. Ability to implement different identifying, analyzing and evaluating techniques	1. Knowledge of the risk management process activities, including communication and consultation, scope, context and criteria, risk assessment, risk treatment, monitoring and review, and recording and reporting 2. Knowledge of the ISO 31000 recommendations on how to define the scope and boundaries related to the risk management process 3. Knowledge of the risk analysis techniques recommended by ISO 31000 and their advantages and disadvantages 4. Knowledge of the constraints affecting the scope 5. Knowledge on how to integrate risk management in the organization's practices and processes in a way that is relevant, effective and efficient 6. Knowledge on how to identify the assets, risk sources, risk events, the existing measures to mitigate risk, risk likelihood and the consequences that might happen if the risk occurs. Knowledge on how to evaluate the identified and analyzed risk based on risk evaluation criteria 7. Knowledge of techniques for prioritizing risk based on magnitude of risk 8. Knowledge on what techniques to use when identifying, analyzing, evaluating risks and when to use them depending on the risk

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Domain 4: Risk treatment, and risk recording and reporting

Main objective: Ensure that the candidate understands the risk treatment processes and is able to record and report risks in accordance with ISO 31000 recommendations.

Competencies	Knowledge statements
1. Ability to understand the risk treatment options 2. Ability to integrate the risk treatment options into the organization's processes 3. Ability to understand the steps that can be taken when there are no risk treatment options available or if treatment options do not sufficiently modify the risk 4. Ability to create a risk treatment plan 5. Ability to understand the importance of and reasons for recording and reporting of risk management activities 6. Ability to understand the control of records of risk management activities. 7. Ability to understand risk reporting 8. Ability to document the risk management process and its outcomes	1. Knowledge on the risk treatment options recommended by ISO 31000 and selecting them in accordance with the organization's objectives, risk criteria and available resources 2. Knowledge on how to integrate risk treatment options in the organization's practices and processes in a way that is relevant, effective and efficient 3. Knowledge on the risk treatment plan acceptance, and residual risk acceptance 4. Knowledge on how to create a risk treatment plan that specifies how the treatment options will be implemented 5. Knowledge on the importance of recording and reporting of the risk management processes and knowledge on the recording and reporting goals of risk management activities based on ISO 31000 6. Knowledge on the tools and techniques used to control and register records 7. General knowledge on the risk management documentation and also on the documentation pyramid and criteria 8. Knowledge on types of documents that are necessary for risk management documentation

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Domain 5: Risk monitoring, review, communication, and consultation

Main objective: Ensure that the candidate is able to monitor and review risks as well ensuring that the candidate understands the objectives of risk communication and consultation.

Competencies	Knowledge statements
1. Ability to monitor and review risk management activities 2. Ability to monitor and review risks and controls 3. Ability to bring different areas of expertise together for analyzing risks 4. Ability to monitor and review risk management framework 5. Ability to understand the establishment of a baseline 6. Ability to detect changes in the external and internal context, including changes to risk criteria and the risk itself 7. Ability to monitor and review risk management process 8. Ability to identify emerging risks 9. Ability to follow continual improvement of risk management 10. Ability to monitor and review the results externally and internally 11. Ability to understand the importance of risk communication and consultation 12. Ability to understand and determine the principles of risk communication 13. Ability to set and define risk communication objectives 14. Ability to establish and develop a risk communication plan 15. Ability to understand the importance of stakeholder's involvement when developing a risk communication strategy	1. Knowledge on how to monitor the risk management activities and knowledge of the elements to be considered during risk management review 2. Knowledge on monitoring and review of risks and controls as part of the risk management process 3. Knowledge of the main activities that support monitoring and review process 4. Knowledge on how to monitor and review risk management framework based on ISO 31000 5. Knowledge on the responsible individuals for periodically monitoring and review of risk management framework 6. Knowledge of management, processes deployment techniques and best practices on monitoring and detection of changes in the external and internal context. 7. Knowledge on how to monitor and review risk management process. 8. Knowledge on important elements when monitoring and reviewing risks 9. Knowledge on how to set improvement objectives and how to continually improve the risk management process 10. Knowledge on the establishment of performance indicators that ensure the effectiveness of risk management framework and risk management process 11. Knowledge of the characteristics and the best practices to manage the process of Risk communication, monitoring and improvement 12. Knowledge on monitoring and reviewing internal and external change factors. 13. Knowledge of the main purpose of risk communication and consultation 14. Knowledge on the principles of an efficient risk communication

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15. Knowledge on the main objectives of the risk communication
16. Knowledge on the establishment and development of the risk communication plan
17. Knowledge stakeholder's types and of the principles, best practices and tools for an effective communication with stakeholders

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

Competency domains	Points per question	Level of understanding (Cognitive/Taxonomy) required		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
		Questions that measure comprehension, application, and analysis	Questions that measure evaluation				
Fundamental principles and concepts of risk management	5	X		1	8.33	5	6.67
Establishing the risk management framework	5	X		3	25	20	26.7
	10		X				
	5		X				
Initiating the risk management process and assessing risks	5		X	3	25	20	26.7
	10	X					
	5	X					
Risk treatment, and risk recording and reporting	5		X	3	25	20	26.7
	10		X				
	5	X					
Risk monitoring, review, communication, and consultation	5	X		2	16.67	10	13.33
	5	X					
Total points	75						
Number of questions per level of understanding		7	5				
% of the exam devoted to each level of understanding (cognitive/taxonomy)		58.3	41.7				

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 31000 Lead Risk 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 31000 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@pecb.com or go to the List of PECB Exams.

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Sample exam questions

Question 1:
Clause 5.2 of ISO 31000 states that the top management of the organization should demonstrate leadership and commitment and ensure that the risk management is integrated into all organizations activities. Please explain how can the top management of an organization demonstrate leadership and commitment and ensure that the risk management process is integrated into all organizational activities

Possible answer:
Top management can demonstrate leadership and commitment and ensure that the risk management process is integrated into all organizational activities by:
- *Customizing and implementing all components of the framework*
- *Issuing a statement or policy that establishes a risk management approach, plan or course of action*
- *Ensuring that the necessary resources are allocated to managing risk*
- *Assigning authority, responsibility and accountability at appropriate levels within the organization*

Question 2:
Risk assessment techniques help organizations in identifying risk, its consequences and reducing the risk probability. Therefore, please explain the importance and role of following risk assessment techniques.
- Brainstorming
- Delphi Technique
- Decision Tree Analysis

Possible answer:
- *Brainstorming – This technique is applicable for the risk identification phase. Brainstorming usually encourages people or employees of an organization to have free-flowing conversation in order to identify potential risks and ways of reducing these risks. Barnstorming encourages people to trigger their imagination within their group.*
- *Delphi Technique – Delphi method is based on structural surveys and makes use of the knowledge of the participants, who are all experts. This method is based on the assumption that individual decisions are not as valid as group decisions. Because of anonymous opinions, all views in this technique have the equal weight.*
- *Decision Tree Analysis – Decision tree analysis is usually used for managing risks and helping people to select the best actions in cases when organization and employees are faced with risk and uncertainties. A decision tree analysis provides a clear graphical representation with details regarding a problem and the decision regarding that specific problem.*

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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 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.

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SECTION III: CERTIFICATION PROCESS AND REQUIREMENTS

PECB ISO 31000 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 31000 scheme have the following requirements:

Credential	Education	Exam	Professional experience	Risk management experience	Other requirements
PECB Certified ISO 31000 Provisional Risk Manager	At least secondary education	PECB Certified ISO 31000 Lead Risk Manager exam or equivalent	None	None	Signing the PECB Code of Ethics
PECB Certified ISO 31000 Risk Manager			Two years: One year of work experience in risk management	Risk management activities: a total of 200 hours	
PECB Certified ISO 31000 Lead Risk Manager			Five years: Two years of work experience in risk management	Risk management activities: a total of 300 hours	
PECB Certified ISO 31000 Senior Lead Risk Manager			Ten years: Seven years of work experience in risk management	Risk management activities: a total of 1,000 hours	

To be considered valid, the risk management activities should follow best management practices and include the following:
1. Defining a risk management approach
2. Designing and establishing a risk management framework in an organization
3. Implementing the risk management process
4. Identifying assets, the existing measures, and sources of risks and opportunities
5. Assessing risk likelihood and consequences
6. Evaluating risk levels and risk treatment options
7. Assessing and accepting residual risks
8. Performing risk management reviews

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

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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 risk 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.

Risk management experience
The candidate's risk management log will be checked to ensure that the candidate has the required number of risk management 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.

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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@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 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 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:

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Certification:
certification@pecb.com

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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

NOTE: This part is for internal purposes only.

Revision History

CH Template Version	Change description	Date
n/a	*Candidate Handbook Version 1.0* Initial release	
n/a	*Candidate Handbook Version 1.7* Review by Certification Processing Manager: • Added the ISO 31000 Senior Lead Risk Manager	2018-07-13
n/a	*Candidate Handbook Version 1.8* Updated by Certifications Intern. The update based on the latest templates includes changes in: content and design.	2019-09-18
n/a	*Candidate Handbook Version 2.0* Review by Certification Supervisor: Updated the document based on new CH template	2021-05-27
n/a	*Candidate Handbook Version 2.1* Reviewed: Changes applied: • Reseller replaced with Partner • Exam Retake Policy Minor changes have been made	2022-10-23
n/a	*Candidate Handbook Version 2.3* Minor modification in the Receiving the Exam Results section	2023-03-07
1.0	Initial release of the CH Template.	2023-03-14
1.1	Minor update of the CH Template: • Added a clarification regarding the currency referred to in the document • Updated Section IV: Certification Policies to ensure consistency with other documentation • Minor technical and editorial improvements	2023-04-13
1.1	*Candidate Handbook Version 3.0* Updated based on version 1.1 of the CH Template.	2023-05-15
3.1	*Reviewed by Certification Specialist* *Updated the AMF price from $100 to $120*	2023-08-31