

Candidate Handbook

ISO/IEC 38500 IT Corporate
Governance Manager

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SECTION I: INTRODUCTION

About PECB

PECB is a certification body which provides education¹ and certification in accordance with ISO/IEC 17024 for individuals on a wide range of disciplines.

We help professionals show commitment and competence by providing them with valuable evaluation and certification services against internationally recognized standards. Our mission is to provide services that inspire trust and continual improvement, demonstrate recognition, and benefit the society as a whole.

The key objectives of PECB are:

1. Establishing the minimum requirements necessary to certify professionals
2. Reviewing and verifying the qualifications of applicant to ensure they are eligible to apply for certification
3. Developing and maintaining reliable certification evaluations
4. Granting certifications to qualified candidates, maintaining records, and publishing a directory of the holders of a valid certification
5. Establishing requirements for the periodic renewal of certification and ensuring compliance with those requirements
6. Ensuring that candidates meet ethical standards in their professional practice
7. Representing its members, where appropriate, in matters of common interest
8. Promoting the benefits of certification to organizations, employers, public officials, practitioners in related fields, and the public

¹ Education refers to training courses developed by PECB, and offered globally through our network of partners.
PECB Candidate Handbook



The Value of PECB Certification

Why Choose PECB as Your Certification Body?

Global Recognition

Our certifications are internationally recognized and accredited by the International Accreditation Service (IAS); signatory of IAF Multilateral Recognition Arrangement (MLA) which ensures mutual recognition of accredited certification between signatories to the MLA and acceptance of accredited certification in many markets. Therefore, professionals who pursue a PECB certification credential will benefit from PECB's recognition in domestic and international markets.

Competent Personnel

The core team of PECB consists of competent individuals who have relevant sector-specific experience. All of our employees hold professional credentials and are constantly trained to provide more than satisfactory services to our clients.

Compliance with Standards

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

Customer Service

We are a customer-centered company and treat all our customers with value, importance, professionalism, and honesty. PECB has a team of experts dedicated to support customer requests, problems, concerns, needs, and opinions. We do our best to maintain a 24-hours maximum response time without compromising the quality of the service.

PECB Code of Ethics

PECB professionals will:

1. Conduct themselves professionally, with honesty, accuracy, fairness, responsibility, and independence
2. Act at all times solely in the best interest of their employer, their clients, the public, and the profession, by adhering to the professional standards and applicable techniques while offering professional services
3. Maintain competency in their respective fields and strive to constantly improve their professional capabilities
4. Offer only professional services for which they are qualified to perform, and adequately inform clients about the nature of the proposed services, including any relevant concerns or risks
5. Inform each employer or client of any business interests or affiliations that might influence their judgment or impair their fairness
6. Treat in a confidential and private manner the information acquired during professional and business dealings of any present or former employer or client
7. Comply with all laws and regulations of the jurisdictions where professional activities are conducted
8. Respect the intellectual property and contributions of others
9. Not, intentionally or otherwise, communicate false or falsified information that may compromise the integrity of the evaluation process of a candidate for a professional designation
10. Not act in any manner that could compromise the reputation of PECB or its certification programs
11. Fully cooperate on the inquiry following a claimed infringement of this Code of Ethics

The full version of the PECB Code of Ethics can be downloaded [here](#).

Introduction to ISO/IEC 38500 IT Corporate Governance Manager

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

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

It also provides guidance to those advising, informing, or assisting directors.

They include:

- executive managers;
- members of groups monitoring the resources within the organization;
- external business or technical specialists, such as legal or accounting specialists, retail or industrial associations, or professional bodies;
- internal and external service providers (including consultants);
- auditors

The framework comprises definitions, principles and a model. It sets out six principles for good corporate governance of IT:

- Responsibility;
- Strategy;
- Acquisition;
- Performance;
- Conformance;
- Human behavior

This standard originated from an existing Australian standard, named AS8015. The ISO/IEC 29382, Corporate Governance of Information and Communication Technology, were first published early in 2007, and were officially renamed ISO/IEC 38500 in 2008.

The primary advantage of the ISO/IEC 38500 IT Corporate Governance framework is to ensure that accountability is clearly assigned for all IT governances and activities. This specifically includes assigning and monitoring IT security responsibilities, strategies and behaviors so that appropriate measures and mechanisms are established for reporting and responding on the current and planned use of IT - for example, meeting the latest data protection requirements for encryption of all the portable devices such as laptops and memory sticks used to store and transmit personal data.

Today's employers are not only seeking IT Governance Management professionals, but also want proof that these professionals hold a predetermined set of knowledge and skills. Companies now consider a high degree of importance on hiring, contracting with, and promoting credentialed practitioners prepared to tackle today and tomorrow's challenges.



PECB is the one of the first North American organizations that certifies GM professionals in ISO/IEC 38500. It is important to understand that PECB certifications are not a license or simply a membership. It is peer recognition that an individual has demonstrated proficiency in, and comprehension of, a series of competencies. PECB certifications are awarded to candidates that can provide proof of experience, professional references and have passed a standardized exam in the certification area.

This document specifies the PECB ISO/IEC 38500 certification scheme is in compliance with the ISO/IEC 17024 standard (Conformity assessment – General Requirements for bodies operating certification of persons). Also, this handbook contains information about the process by which candidates may earn and maintain their credentials. It is very important that you read all the information contained in this booklet before completing and submitting your application. If questions arise after reading this application handbook, please contact the PECB international office at certification.team@pcb.com.

SECTION II: PECB CERTIFICATION PROCESS AND EXAMINATION PREPARATION, RULES, AND POLICIES

Decide Which Certification Is Right for You

All PECB certifications have specific education and professional experience requirements. To determine the right credential for you, verify the eligibility criteria for various certifications and your professional needs.

Prepare and Schedule the Exam

All candidates are responsible for their own study and preparation for certification exams. No specific set of training courses or curriculum of study is required as part of the certification process. Nevertheless, attending a training course can significantly increase candidates' chances of successfully passing a PECB exam.

To schedule an exam, candidates have two options:

1. Contact one of our partners who provide training courses and exam sessions. To find a training course provider in a particular region, candidates should go to [Active partners](#). The PECB training course schedule is also available on [Training Events](#).
2. Take a PECB exam remotely from their home or any location they desire through the PECB Exam application, which can be accessed here: [Exam Events](#).

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

Application Fees for Examination and Certification

PECB offers direct exams, where a candidate can sit for the exam without attending the training course. The applicable prices are as follows:

- Lead Exam: \$1000
- Manager Exam: \$700
- Foundation and Transition Exam: \$500

The application fee for certification is \$500.

For all candidates that have followed the training course and taken the exam with one of PECB's partners, the application fee includes the costs associated with examination, application for certification, and the first year of Annual Maintenance Fee (AMF) only.

Competency Domains

The objective of the "PECB Certified ISO/IEC 38500 IT Corporate Governance Manager" examination is to ensure that the candidate has the knowledge and skills to support an organization in implementing, maintaining and managing an ongoing information security risk management program according to ISO/IEC 38500.

The target population for this examination is:

- Project managers or consultants wanting to prepare and to support an organization in the implementation of corporate governance of Information Technology
- ISO/IEC 38500 auditors who wish to fully understand the corporate governance of IT implementation process
- Senior Managers responsible for the IT governance of an enterprise and the management of its risks
- Members of groups monitoring the resources within the organization
- External business or technical specialists, such as legal or accounting specialists, retail associations, or professional bodies
- Vendors of hardware, software, communications and other IT products
- Internal and external service providers (including consultants)

The exam content covers the following domains:

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

Domain 1: Principles for good Corporate Governance of IT

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

Competencies	Knowledge statements
<ol style="list-style-type: none"> 1. Understand and explain the operations of the ISO organization and the development of Corporate Governance of IT principles 2. Ability to identify, analyze and evaluate the guidance coming from information technology frameworks for an organization. 3. Ability to explain and illustrate the main concepts in IT Corporate Governance. 4. Ability to understand relationship between different standards 	<ol style="list-style-type: none"> 1. Knowledge of the guiding principles provided by the framework for the use of Information Technology. 2. Knowledge of the main standards in information technology 3. Knowledge of the different sources of information technology frameworks for an organization: laws, regulations, international and industry standards, contacts, market practices and internal policies 4. Knowledge of the main information security concepts and terminology

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

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

Competencies	Knowledge statements
<ol style="list-style-type: none"> 1. Ability to evaluate, direct and monitor the use of information technology (IT) in organizations by complying with the IT Governance Model provided by ISO/IEC 38500 2. Ability to evaluate the current and future use of information technology by organizations 3. Ability to direct the preparation and implementation of plans and policies to ensure that the use of information technology meets organizations requirements 4. Ability to monitor the conformance of policies and performance of information technology 	<ol style="list-style-type: none"> 1. Knowledge of the concepts, principles and terminology related to guidance on corporate governance management 2. Knowledge on the current and future use of IT, including plans, proposals and supply arrangements whether internal or external 3. Knowledge on implementation of strategies that set direction for investments in IT and policies that establish sound behavior in the use of IT 4. Knowledge of the measurement systems that help in monitoring the performance of IT

Domain 3: Guidance for the Corporate Government of IT

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

Competencies	Knowledge statements
<ol style="list-style-type: none"> 1. Understand, explain and illustrate the application of the sub-clauses that provide guidance for the general principles of governance of IT 2. Ability to assign roles and responsibilities in respect of the organization’s current and future use of IT 3. Ability to understand, analyze needs and provide guidance on the attribution of roles and responsibilities in the context of the implementation and management of an information technology framework 4. Ability to determine if strategies are followed according to the assigned IT responsibilities and to monitor IT governance mechanisms 5. Ability to establish GEIT Project team and project plan 	<ol style="list-style-type: none"> 1. Knowledge of the sub clauses that provide guidance for the general principles of governance of IT 2. Knowledge on the evaluation of options for assigning roles and responsibilities in respect of the organization’s current and future use of IT 3. Knowledge of the roles and responsibilities of the key actors during the implementation of information technology framework. 4. Knowledge of identification of IT Governance mechanisms and ensure their appropriateness 5. Knowledge of the competencies and skills needed for the GEIT Project Plan when selecting the GEIT project team members

Domain 4: Evaluate the need and applicability of each principle

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

Competencies	Knowledge statements
<ol style="list-style-type: none"> 1. Ability to determine IT the overall plan which compromises objectives, tactics and principles related to the use of technology within an organization 2. Ability to evaluate and integrate the need and applicability of each IT Governance principle with the business strategy, IT strategy, business structure and IT structures 3. Ability to ensure that IT related activities contribute to the effective and efficient execution of the enterprise strategy 4. Ability to align IT strategy with enterprise strategy 5. Understand the strategic alignment model and alignment domain relationships 6. Understand the main strategy formulation steps 7. Ability to understand changes in business strategy and list the strategic alignment barriers 8. Ability to support business strategic alignment and IT 9. Ability to monitor the extent to which IT supports the organization 10. Ability to prioritize processes 	<ol style="list-style-type: none"> 1. Knowledge on organizations ongoing needs 2. Knowledge on IT activities and ensure they align with organization’s objectives for changing circumstances 3. Knowledge on enterprises strategic plan, goals and expectations 4. Knowledge on IT strategy implementation plan and ensure plan endorsement by relevant parties 5. Knowledge of the strategic alignment model including business strategy, IT strategy, organizational infrastructure and processes and IS infrastructure and process 6. Knowledge of alignment domain relationships including strategic execution alignment, technology transformation alignment, competitive potential alignment and service level alignment 7. Knowledge of the four strategy formulation steps 8. Knowledge on IT related goals, changes in business strategy and barriers to strategic alignment 9. Knowledge of portfolio management goals and activities

Domain 5: Direct the adherence to each principle

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

Competencies	Knowledge statements
<ol style="list-style-type: none"> 1. Ability to understand the six principles for good governance of IT such as responsibility, strategy, acquisition, performance, conformance, and human behavior 2. Ability to identify the specific actions required to implement the principles of IT governance 3. Ability to accept and understand the responsibilities in respect of supply and demand for IT 4. Ability to take into account the current and future capabilities of IT taking into account the organization's business strategy 5. Ability to make IT acquisitions on the basis of appropriate and on-going analysis, with clear and transparent decision making 6. Ability to perform IT services that fit the purpose in supporting the organization 7. Ability to comply with all mandatory legislation and regulations when using IT services 8. Ability to develop IT policies, practices, and decisions that respect human behavior 	<ol style="list-style-type: none"> 1. Knowledge of the main options to evaluate, direct and monitor responsibilities assigned 2. Knowledge of the main developments in IT, business processes and business needs 3. Knowledge on the IT assets acquisition 4. Knowledge on how to measure the level of governance IT performance 5. Knowledge of risks faced by the organization related to IT governance 6. Knowledge of measurement methods that determine if governance IT support business processes 7. Knowledge on IT obligations such as regulatory, legislation, contractual, internal policies, standards and professional guidelines 8. Knowledge of measurement methods that determine if governance IT satisfies obligations

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

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

Competencies	Knowledge statements
<ol style="list-style-type: none"> 1. Ability to evaluate the extent to which IT satisfies obligations 2. Ability to evaluate organization’s internal conformance to its system for governance of IT 3. Ability to monitor IT compliance and conformance through appropriate reporting and audit practices 4. Ability to monitor IT activities including disposal of assets and data 5. Ability to evaluate if governance of IT supports the business process 6. Ability to evaluate proposal plans that address the operations continuity and treatment of risk associated with the use of IT 7. Ability to evaluate the risk arising from IT-related activities 	<ol style="list-style-type: none"> 1. Knowledge on the extent to which IT satisfies obligations: regulatory, legislation, common law, contractual, internal policies, standards and professional guidelines 2. Knowledge on the performance measurement process 3. Knowledge of the measures taken to ensure effective performance of governance of IT 4. Knowledge of measurement objectives and benefits 5. Knowledge of the metrics defined in COBIT such as enterprise goals metrics, process goals metrics and IT-related goals metrics 6. Knowledge on proposed plans to ensure that IT supports the business process with the required capability and capacity 7. Knowledge on risk assessment methods

Based on the abovementioned domains and their relevance, 12 questions are included in the exam, as summarized in the table below:

				Level of understanding (Cognitive/Taxonomy) required		% of the exam devoted to each competency domain	Number of points per competency domain	% of points per competency domain
		Points per question	Questions that measure comprehension, application, and analysis	Questions that measure synthesis and evaluation	Number of questions per competency domain			
Competency domains	Principles for good Corporate Governance of IT	10	X		1	20.00	10	20.00
	Evaluate-Direct-Monitor Model of ISO/IEC 38500	10	X		1	20.00	10	20.00
	Guidance for the Corporate Government of IT	10	X		1	20.00	10	20.00
	Evaluate the need and applicability of each principle	10		X	1	20.00	10	20.00
	Direct the adherence to each principle							
	Monitor all or key activities related to all the principles	10		X	1	20.00	10	20.00
	Total points	50						
	Number of questions per level of understanding		3	2				
	% of the exam devoted to each level of understanding (cognitive/taxonomy)		66.67	33.33				

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

After successfully passing the exam, candidates will be able to apply for the “PECB Certified ISO/IEC 38500 IT Corporate Governance Manager” credential depending on their level of experience.

Taking the Exam

General Information on 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 detailed information about the online format, please refer to the [PECB Online Exam Guide](#).

PECB exams are available in two types:

1. Essay-type question exam
2. Multiple-choice question exam

The questions are essay type questions. This type of format was chosen because the intent is to determine whether an examinee can write a clear coherent answer/argument and to assess problem solving techniques. Because of this particularity, the exam is set to be "open book" and does not measure the recall of data or information. The examination evaluates, instead, comprehension, application, analysis, synthesis and evaluation, which mean that even if the answer is in the course material, candidates will have to justify and give explanations, to show they really understood the concepts. You will find a sample of exam questions provided below.

As the exams are "open book"; candidates are authorized to use the following reference materials:

- A copy of the ISO/IEC 38500 standard
- Training course materials (accessed through PECB Exams app and/or printed)
- Any personal notes taken during the training course (accessed through PECB Exams app and/or printed)
- A hard copy dictionary

Any attempt to copy, collude, or otherwise cheat during the exam session will lead to automatic failure.

PECB exams are available in English and other languages. To learn if the exam is available in a particular language, please contact examination.team@pecb.com.

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). All PECB multiple-choice exams have one question and three alternatives, of which only one is correct.

For specific information about exam types, languages available, and other details, visit the [List of PECB Exams](#).

Sample Exam Questions

1. Identification of assets

ISO/IEC 38500 under clause 4.1 Principles states that "The principles express preferred behavior to guide decision making."

For each of the principles mentioned below, please describe preferred behavior that guides in decision making.
Conformance

Possible answers:

- 1) *When we have all information needed*
- 2) *We are receiving positive feedbacks*

2. Identification of risk associated with information security

In your own words, please write how you understand the following:

The organization's business strategy takes into account the current and future capabilities of IT (text from 4.1.2 Principle 2: Strategy)

Possible answers:

The strategic plans for IT satisfy the current and ongoing needs of the organization's business strategy

Receiving the Exam Results

Exam results will be communicated via email. The only possible results are *pass* and *fail*; no specific grade will be included.

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

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

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

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

Exam Retake Policy

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

- If a candidate does not pass the exam on the 1st attempt, s/he 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, because 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.

Exam Security

A significant component of a professional certification credential is maintaining the security and confidentiality of the exam. PECB relies upon the ethical behavior of certification holders and applicants to

PECB

maintain the security and confidentiality of PECB exams. Any disclosure of information about the content of PECB exams is a direct violation of PECB's Code of Ethics. PECB will take action against any individuals that violate such rules and policies, including permanently banning individuals 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.

Reschedule the Exam

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

Apply for Certification

All candidates who successfully pass the exam (or an equivalent accepted by PECB) are entitled to apply for the PECB credentials they were examined 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 online profile), including contact details of references who will be contacted to validate the candidate's professional experience. Candidates can submit their application in various languages. Candidates can choose to either pay online or be billed. For additional information, contact certification.team@pecb.com.

The online certification application process is very simple and takes only a few minutes, as follows:

- [Register](#) your account
- Check your email for the confirmation link
- [Log in](#) to apply for certification

For more information about the application process, follow the instructions on this manual [Apply for Certification](#).

The application is approved as soon as the Certification Department validates that the candidate fulfills all the certification requirements regarding the respective credential. An email will be sent to the email address provided during the application process to communicate the application status. If approved, candidates will then be able to download the certification from their PECB Account.

PECB provides support in both English and French.

Renew your Certification

PECB certifications are valid for three years. To maintain them, candidates must demonstrate every year that they are still performing tasks that are related to the certification. PECB certified professionals must annually provide Continual Professional Development (CPD) credits and pay \$120 as the Annual Maintenance Fee (AMF) to maintain the certification. For more information, please visit the [Certification Maintenance](#) page on the PECB website.

Closing a Case

If candidates do not apply for certification within three years, 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 and pay the required fee.

SECTION III: CERTIFICATION REQUIREMENTS

ISO/IEC 38500 IT Corporate Governance Manager

The “ISO/IEC 38500 IT Corporate Governance Manager” credential is a professional certification for individuals aiming to demonstrate the competence to maintain and manage the ongoing governance management process in accordance with ISO/IEC 38500.

The requirements for “Implementer” certifications are:

Credential	Exam	Professional experience	MS project experience	Other requirements
PECB Certified ISO/IEC 38500 IT Corporate Governance Manager	PECB Certified ISO/IEC 38500 IT Corporate Governance Manager Exam or equivalent	Two years: One year of IT Corporate Governance Manager work experience	IT Corporate Governance Manager activities totalling 200 hours	Signing the PECB code of ethics

To be considered valid, the implementation activities should follow best implementation and management practices and include the following:

1. Understanding an organization and its context
2. Defining a governance management approach
3. Selecting of governance analysis methodologies
4. Defining governance evaluation criteria
5. Identification of assets, threats, existing controls, vulnerabilities and consequences (impacts)
6. Assessing of consequences and incident likelihood
7. Determining the level of governance
8. Evaluating governance scenarios
9. Evaluating governance treatment options
10. Selecting and implementing controls
11. Performing a governance management review

SECTION IV: CERTIFICATION RULES AND POLICIES

Professional References

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

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.

ITG Management Experience

The candidate's IT governance management log will be checked to ensure that the candidate has the required number of IT governance management hours.

Evaluation of Certification Applications

The Certification Department will evaluate each application to validate the candidate's eligibility for certification. 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 can eventually lead to its downgrade to a lower credential.

Denial of Certification

PECB can deny certification if candidates:

- Falsify the application
- Violate the exam procedures
- Violate the PECB Code of Ethics
- Fail the exam

For more detailed information, refer to "Complaint and Appeal" section.

The application payment for the certification is non-refundable.

Suspension of Certification

PECB can temporarily suspend certification if the candidate fails to satisfy the requirements. Other reasons for suspending certification include:

- PECB receives large amounts of or serious complaints by interested parties (Suspension will be applied until the investigation has been completed.).
- The logos of PECB or accreditation bodies are intentionally misused.
- The candidate fails to correct the misuse of a certification mark within the time frame determined by PECB.
- The certified individual has voluntarily requested a suspension.
- PECB deems appropriate other conditions for suspension of certification.

Revocation of Certification

PECB can revoke certification if the candidate fails to fulfill the PECB requirements. Candidates are then no longer allowed to represent themselves as PECB certified professionals. Other reasons for revoking certification can be if candidates:

- Violate the PECB Code of Ethics
- Misrepresent and provide false information of the scope of the certification
- Break any other PECB rules

Upgrade of Credentials

Professionals can apply to upgrade to a higher credential as soon as they can demonstrate that they fulfil the requirements.

In order to apply for an upgrade, candidates need to login in to their PECB Account, visit the “My Certifications” tab, and click on the “Upgrade” link. 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. On the other hand, the holders of Master Certifications who fail to submit CPDs and pay AMFs will have their certifications revoked.*

Other Statuses

Besides being active, suspended, or revoked, a certification can be voluntarily withdrawn or designated as Emeritus. More information about these statuses and the permanent cessation status, and how to apply, please visit [Certification Status Options](#).

SECTION V: PECB GENERAL POLICIES

PECB Code of Ethics

Adherence to the PECB Code of Ethics is a voluntary engagement. It is important that PECB certified professionals not only adhere to the principles of this Code, but also encourage and support the same from others. More information can be found [here](#).

Other Exams and Certifications

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 Auditor certification).

Non-discrimination and Special Accommodations

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

To ensure equal opportunities for all qualified persons, PECB will make reasonable accommodations 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. Any information candidates provide regarding their disability/need will be treated with strict confidentiality.

Click [here](#) to download the Candidates with Disabilities Form.

Complaints and Appeals

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 they do not find the response satisfactory, the candidate has the right to file an appeal. For more information about the complaints and appeal procedures, click [here](#).

(1) 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.

(2) 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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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.

Emails:

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Certification: certification.team@pcb.com
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