

The logo for PECB, featuring the letters 'PECB' in a bold, white, sans-serif font. The letters are spaced out, with the 'E' and 'C' having a slight gap between them. The background of the top half of the page is a dark, semi-transparent image of a modern office building with large glass windows and a walkway. Two people, a woman in a dark suit and a man in a light suit, are walking on the walkway and looking at a tablet together. The overall tone is professional and modern.

**PECB**

BEYOND RECOGNITION

# LEAD CRISIS MANAGER

## Candidate Handbook

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## SECTION I: INTRODUCTION

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### **About PECB**

PECB is a certification body that provides education<sup>1</sup>, 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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<sup>1</sup> Education refers to training courses developed by PECB and offered globally through our partners.

## The Value of PECB Certification

### Global recognition

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

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

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

### High-quality products and services

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

### Compliance with standards

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

### Customer-oriented service

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

### Flexibility and convenience

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

## PECB Code of Ethics

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

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

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

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

PECB professionals are responsible for:

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

To read the complete version of PECB’s Code of Ethics, go to [Code of Ethics | PECB](#).

## **Introduction to Lead Crisis Manager**

As the business environment is ever-changing, organizations of all types and sizes may have to deal with a crisis at some point. As such, organizations need to have certain capabilities to prevent, prepare, respond to, and recover from a crisis. In this regard, the International Organization for Standardization (ISO) has developed ISO 22361, a standard which provides a set of principles, a framework, and a crisis management process that can be used for building a crisis management capability.

ISO 22361 provides guidelines regarding the context, main concepts, principles, and challenges for managing a crisis. It outlines the elements of the crisis management framework, and the crisis management process. Moreover, it provides guidelines on crisis leadership and communication, the decision-making challenges during a crisis, and the methods and techniques for continual improvement of the organization's crisis management capability.

The Lead Crisis Manager training course enables participants to obtain the necessary competencies to support organizations in planning, establishing, maintaining, reviewing, and continually improving their strategic crisis management capability, based on the guidelines of ISO 22361 and other crisis management best practices. In addition, participants who successfully complete this training course will be able to help organizations reduce the financial and reputational damages from crises and ensure organizational resilience. Lastly, this training course will help participants realize their career potential, and achieve their professional objectives.

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 Lead Crisis 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](mailto:certification@pecb.com).

## SECTION II: EXAMINATION PREPARATION, RULES, AND POLICIES

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### 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](mailto: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<sup>2</sup>
- 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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<sup>2</sup> All prices listed in this document are in US dollars.

## Competency domains

The "PECB Lead Crisis Manager" certification is designed for professionals who aim to demonstrate their competency in comprehending the principles, framework, and process of crisis management based on the guidelines of ISO 22361.

The Lead Crisis Manager certification is intended for:

- Individuals responsible for the delivery of a crisis management capability in an organization
- Individuals responsible for implementing a plan and structure for crisis management within the organization
- Crisis leader(s)
- Members of crisis management teams
- Individuals seeking to thoroughly understand crisis management
- Individuals aiming to start or advance their careers in crisis management
- Consultants, advisors, and professionals wishing to obtain in-depth knowledge of ISO 22361 guidelines on crisis management

The content of the exam is divided as follows:

- **Domain 1:** Fundamental principles and concepts of crisis management
- **Domain 2:** Establishing the crisis management framework
- **Domain 3:** Crisis management prevention and preparedness
- **Domain 4:** Crisis management response and recovery



## Domain 1: Fundamental principles and concepts of crisis management

**Main objective:** Ensure that the candidate is able to explain and apply the principles and concepts of crisis management.

| Competencies   | Knowledge statements   |
|--|--|
| <ol style="list-style-type: none"> <li>1. Ability to understand and explain the purpose of ISO 22361</li> <li>2. Ability to understand and explain the advantages of a strategic crisis management capability based on ISO 22361</li> <li>3. Ability to understand and explain other crisis management models</li> <li>4. Ability to define and explain the main concepts and terminology of crisis management, as outlined in ISO 22361</li> <li>5. Ability to identify the types, nature, and potential origins of crises</li> <li>6. Ability to understand and explain the differences between crises and incidents</li> <li>7. Ability to understand and explain the main factors that affect crisis management</li> <li>8. Ability to understand and explain the importance of crisis management</li> <li>9. Ability to understand and explain the main types of responses to crisis</li> <li>10. Ability to understand and explain the purpose of a crisis management capability</li> <li>11. Ability to understand and explain the elements of an effective crisis management capability</li> <li>12. Ability to understand and apply the principles for crisis management, as outlined in ISO 22361</li> <li>13. Ability to develop an effective crisis communication plan</li> <li>14. Ability to develop a crisis communication strategy</li> <li>15. Ability to understand and apply the principles for an effective crisis communication</li> <li>16. Ability to establish the crisis communication team</li> <li>17. Ability to explain the roles of spokespeople in crisis management</li> </ol> | <ol style="list-style-type: none"> <li>1. Knowledge of the ISO 22361 guidelines</li> <li>2. Knowledge of the advantages gained from applying the ISO 22361 guidelines when developing a crisis management capability</li> <li>3. Knowledge of other crisis management models</li> <li>4. Knowledge of the main concepts and terminology of crisis management, as outlined in ISO 22361</li> <li>5. Knowledge of the types, nature, and potential origins of crises</li> <li>6. Knowledge of the differences between crises and incidents</li> <li>7. Knowledge of the main factors that affect crisis management</li> <li>8. Knowledge of the importance of crisis management</li> <li>9. Knowledge of the crisis response types</li> <li>10. Knowledge of the purpose of a crisis management capability</li> <li>11. Knowledge of the elements of an effective crisis management capability</li> <li>12. Knowledge of the principles for crisis management, as outlined in ISO 22361</li> <li>13. Knowledge of the elements of an effective crisis communication plan</li> <li>14. Knowledge of the elements of an effective crisis communication strategy</li> <li>15. Knowledge of the principles of effective crisis communication</li> <li>16. Knowledge of the responsibilities of the crisis communication team</li> <li>17. Knowledge of the roles of the spokespeople in crisis management</li> <li>18. Knowledge of the crisis communication barriers</li> </ol> |

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18. Ability to recognize crisis communication barriers

## Domain 2: Establishing the crisis management framework

**Main objective:** Ensure that the candidate is able to establish, maintain, and continually improve a crisis management framework that includes leadership, structure, culture, and competence.

| Competencies  | Knowledge statements   |
|---|--|
| 1. Ability to understand and explain the roles, responsibilities, and competencies of leadership in developing, maintaining, and improving a crisis management capability | 1. Knowledge of the roles, responsibilities, and competencies of leadership in developing, maintaining, and improving a crisis management capability     |
| 2. Ability to develop an effective crisis management policy   | 2. Knowledge of the elements of an effective crisis management policy  |
| 3. Ability to understand and explain the roles and responsibilities of the crisis leader  | 3. Knowledge of the roles and responsibilities of the crisis leader  |
| 4. Ability to implement best practices to promote ethical behavior in the organization  | 4. Knowledge of best practices that leadership can implement to promote ethical behavior in the organization   |
| 5. Ability to establish an organizational structure that enables the development, maintenance, and improvement of a crisis management capability                          | 5. Knowledge of the elements of an organizational structure that enables the development, maintenance, and improvement of a crisis management capability |
| 6. Ability to understand and explain types of organizational structures   | 6. Knowledge of the types of organizational structures   |
| 7. Ability to understand and explain the role of the crisis management team and other parties involved in crisis management   | 7. Knowledge of the roles of the crisis management team members and other parties involved in crisis management  |
| 8. Ability to establish an organizational culture that enables effective crisis management  | 8. Knowledge of the necessary elements and activities for establishing an organizational culture that enables effective crisis management                |
| 9. Ability to understand and explain the levels and types of organizational culture   | 9. Knowledge of the different levels and types of organizational culture   |
| 10. Ability to develop and maintain competence and organizational learning  | 10. Knowledge of the approaches for developing and maintaining competence and organizational learning  |
| 11. Ability to develop a crisis exercise for improving the crisis management capability   | 11. Knowledge of the types of exercises that the organization can conduct for improving the crisis management capability                                 |

## Domain 3: Crisis management prevention and preparedness

**Main objective:** Ensure that the candidate is able to support an organization in anticipating, assessing, preventing, and preparing for crises.

| Competencies  | Knowledge statements   |
|---|--|
| 1. Ability to anticipate potential crises   | 1. Knowledge of the activities undertaken to anticipate potential crises   |
| 2. Ability to understand and apply principles of crisis anticipation  | 2. Knowledge of the key principles of crisis anticipation  |
| 3. Ability to establish a horizon scanning process  | 3. Knowledge of the horizon scanning process and its approaches  |
| 4. Ability to understand and use early warning systems (EWSs)   | 4. Knowledge of early warning systems (EWSs) and their main components   |
| 5. Ability to assess potential crises   | 5. Knowledge of the activities undertaken to assess potential crises   |
| 6. Ability to apply techniques for identifying risks and risk sources   | 6. Knowledge of techniques for identifying risks and risk sources  |
| 7. Ability to identify and evaluate existing controls in the organization                                     | 7. Knowledge of the activities undertaken to identify existing controls in the organization and determine their effectiveness      |
| 8. Ability to analyze and prioritize risks based on their potential consequences and likelihood of occurrence | 8. Knowledge of the types of processes for analyzing risk and prioritizing risk based on its potential consequences and likelihood |
| 9. Ability to evaluate risks  | 9. Knowledge of the risk evaluation process  |
| 10. Ability to understand and explain the difference between inherent, residual, and target risk              | 10. Knowledge of the differences between inherent, residual, and target risk   |
| 11. Ability to prevent and mitigate potential crises  | 11. Knowledge of the strategies for preventing and mitigating potential crises   |
| 12. Ability to develop a crisis prevention plan   | 12. Knowledge of the activities undertaken for developing the crisis prevention plan   |
| 13. Ability to apply mitigation strategies  | 13. Knowledge of the mitigation strategies   |
| 14. Ability to develop a crisis mitigation plan   | 14. Knowledge of the activities undertaken for developing an effective crisis mitigation plan                                      |
| 15. Ability to establish an effective risk mitigation strategy  | 15. Knowledge of the risk mitigation strategies  |
| 16. Ability to develop a crisis management plan (CMP)   | 16. Knowledge of the activities undertaken for developing an effective crisis mitigation plan                                      |
| 17. Ability to develop a crisis response plan   | 17. Knowledge of the elements of an effective crisis response plan   |
| 18. Ability to manage information when responding to a crisis   | 18. Knowledge of the process for managing information when responding to a crisis  |
| 19. Ability to build shared situational awareness among the parties involved in crisis management             | 19. Knowledge of the practices for building shared situational awareness among the parties involved in crisis management           |
| 20. Ability to establish a crisis management team (CMT)   |  |

20. Knowledge of the roles, responsibilities, and competencies of the crisis management team (CMT)

## Domain 4: Crisis management response and recovery

**Main objective:** Ensure that the candidate is able to support an organization in responding to and recovering from crises, and continually improving its crisis management capability.

| Competencies   | Knowledge statements  |
|--|---|
| 1. Ability to plan and establish an effective crisis response  | 1. Knowledge of the phases and activities of an effective crisis response                           |
| 2. Ability to understand and explain a crisis management response process  | 2. Knowledge of the steps of the crisis management response process                                 |
| 3. Ability to develop an effective crisis management strategy  | 3. Knowledge of the steps for establishing an effective crisis management strategy                  |
| 4. Ability to establish and manage a competent crisis response team  | 4. Knowledge of the roles and responsibilities of the members of a crisis response team             |
| 5. Ability to establish a strategic crisis decision-making process   | 5. Knowledge of the strategic crisis decision-making models and process                             |
| 6. Ability to understand and explain challenges to effective crisis decision-making                                  | 6. Knowledge of the challenges to effective crisis decision-making                                  |
| 7. Ability to establish impact assessment and damage containment processes   | 7. Knowledge of the processes for impact assessment and damage containment                          |
| 8. Ability to conduct a business impact analysis (BIA)   | 8. Knowledge of the business impact analysis (BIA) process  |
| 9. Ability to establish an effective crisis recovery   | 9. Knowledge of the elements, factors, and activities of an effective crisis recovery               |
| 10. Ability to understand and explain the recovery time objective (RTO) and recovery point objectives (RPO) concepts | 10. Knowledge of the recovery time objective (RTO) and recovery point objective (RPO)               |
| 11. Ability to understand and explain the elements of crisis recovery and the factors that affect it                 | 11. Knowledge of the elements of crisis recovery and the factors that affect it                     |
| 12. Ability to establish and manage a competent crisis recovery team   | 12. Knowledge of the roles and responsibilities of the members of a recovery team                   |
| 13. Ability to manage supply chain recovery  | 13. Knowledge of the steps taken to ensure an effective supply chain recovery                       |
| 14. Ability to understand and manage reputational risk   | 14. Knowledge of reputational risk and the ways for regaining trust and credibility                 |
| 15. Ability to continually improve the crisis management capability  | 15. Knowledge of the methods and approaches for ensuring continual improvement                      |
| 16. Ability to establish an effective post-crisis evaluation process   | 16. Knowledge of the activities undertaken to ensure continual improvement in the post-crisis stage |
| 17. Ability to improve organizational resilience following a crisis  | 17. Knowledge of the procedures for improving organizational resilience                             |

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

|   |  |  |  | Level of understanding<br>(Cognitive/Taxonomy) required         |                                   |
|---|--|--|--|---|-----------------------------------|
|   |  | Number of questions/points per competency domain | % of the exam devoted/points to/for each competency domain | Questions that measure comprehension, application, and analysis | Questions that measure evaluation |
| Competency domains  | Fundamental principles and concepts of crisis management | 20   | 25   | X   |                                   |
|   | Establishing the crisis management framework             | 20   | 25   |   | X                                 |
|   | Crisis management prevention and preparedness            | 20   | 25   |   | X                                 |
|   | Crisis management response and recovery                  | 20   | 25   |   | X                                 |
| Total   |  | <b>80</b>  | <b>100%</b>  |   |                                   |
| Number of questions per level of understanding                            |  |  |  | <b>20</b>   | <b>60</b>                         |
| % of the exam devoted to each level of understanding (cognitive/taxonomy) |  |  |  | <b>25%</b>  | <b>75%</b>                        |

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

After successfully passing the exam, candidates will be able to apply for obtaining the “PECB Certified Lead Crisis Manager” credential.

## Taking the exam

### General information about the exam

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

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

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

If requested on the day of the exam (paper-based exams), additional time can be provided to candidates taking the exam in a non-native language, as follows:

- 10 additional minutes for Foundation exams
- 20 additional minutes for Manager exams
- 30 additional minutes for Lead exams

### PECB exam format and type

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

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

PECB exams are available in two types:

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

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

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



# PECB

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

- A hard copy of the ISO 22361 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

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

## Sample exam questions

1. **An organization has developed a document that outlines the roles, responsibilities, and actions to be taken by members of the crisis communications team and those supporting them. What did they develop in this case?**
  - A. A crisis communication strategy
  - B. **A crisis communication plan**
  - C. The crisis communication objectives
  
2. **Who is responsible for ensuring the availability of resources for crisis management?**
  - A. **The leadership of the organization**
  - B. The crisis management team
  - C. The crisis recovery team
  
3. **Which of the following can be used for improving the organization's crisis management capability?**
  - A. Exercises
  - B. Training
  - C. **Both A and B**
  
4. **Which of the following is NOT a principle of crisis anticipation?**
  - A. Expectations
  - B. **Horizon scanning**
  - C. Control
  
5. **When should a business impact analysis (BIA) be conducted?**
  - A. At planned intervals
  - B. When there are significant changes within the organization or the context in which it operates
  - C. **Both A and B**

## Exam Security Policy

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

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

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

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

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

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

## Exam results

Exam results will be communicated via email.

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

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

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

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

## Exam Retake Policy

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

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

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

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

To arrange exam retakes, based on exam format, candidates that have completed a training course, must follow the steps below:

1. Online Exam: when scheduling the exam retake, use initial coupon code to waive the fee
2. Paper-Based Exam: candidates need to contact the PECB Partner/Distributor who has initially organized the session for exam retake arrangement (date, time, place, costs).

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

## SECTION III: CERTIFICATION PROCESS AND REQUIREMENTS

### PECB Lead Crisis Manager 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 Lead Crisis Manager scheme have the following requirements:

| Credential                                | Education                    | Exam  | Professional experience   | Crisis management experience                         | Other requirements                              |
|---|------------------------------|---|---|--|---|
| PECB Certified Provisional Crisis Manager | At least secondary education | PECB Certified Lead Crisis Manager exam or equivalent | None  | None   | <a href="#">Signing the PECB Code of Ethics</a> |
| PECB Certified Crisis Manager             |                              |   | Two years:<br>One year of work experience in crisis management    | At least 200 hours of crisis management activities   |   |
| PECB Certified Lead Crisis Manager        |                              |   | Five years:<br>Two years of work experience in crisis management  | At least 300 hours of crisis management activities   |   |
| PECB Certified Senior Lead Crisis Manager |                              |   | Ten years:<br>Seven years of work experience in crisis management | At least 1,000 hours of crisis management activities |   |

To be considered valid, the crisis management experience should follow best practices and include, among others, the following activities:

1. Drafting a crisis management plan
2. Conducting risk assessment
3. Designing and establishing a crisis management framework
4. Building a crisis management capability
5. Managing a crisis management team
6. Conducting crisis anticipation activities
7. Implementing crisis response strategies
8. Assessing the impact of a crisis
9. Performing post-crisis 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

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](mailto: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 crisis 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.

## **Crisis management experience**

The candidate's crisis management log will be checked to ensure that they have completed the required number of crisis 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.

## SECTION IV: CERTIFICATION POLICIES

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### Denial of certification

PECB can deny certification/certificate program if candidates:

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

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

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

### Certification status options

#### Active

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

#### Suspended

PECB can temporarily suspend candidates' certification if they fail to meet the requirements. Other reasons for suspending certification include:

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

#### Revoked

PECB can revoke (that is, to withdraw) the certification if the candidate fails to satisfy its requirements. In such cases, candidates are no longer allowed to represent themselves as PECB Certified Professionals.

Additional reasons for revoking certification can be if the candidates:

- Violate the PECB Code of Ethics
- Misrepresent and provide false information of the scope of certification
- Break any other PECB rules
- Any other reasons that PECB deems appropriate

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

## Other statuses

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

## Upgrade and downgrade of credentials

### Upgrade of credentials

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

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

### Downgrade of credentials

A PECB Certification can be downgraded to a lower credential due to the following reasons:

- The AMF has not been paid.
- The CPD hours have not been submitted.
- Insufficient CPD hours have been submitted.
- Evidence on CPD hours has not been submitted upon request.

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

## Renewing the certification

PECB certifications are valid for three years. To maintain them, PECB certified professionals must meet the requirements related to the designated credential, e.g., they must fulfill the required number of continual professional development (CPD) hours. In addition, they need to pay the annual maintenance fee (\$100). For more information, go to the [Certification Maintenance](#) page on the PECB website.

## Closing a case

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

## Complaint and Appeal Policy

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

For more information about the Complaint and Appeal Policy, click [here](#).



## SECTION V: GENERAL POLICIES

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### **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., Lead Crisis Manager certification).

### **Non-discrimination and special accommodations**

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

To ensure equal opportunities for all qualified persons, PECB will make reasonable accommodations<sup>3</sup> 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<sup>4</sup>. 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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<sup>3</sup> 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.

<sup>4</sup> 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.

[www.pecb.com](http://www.pecb.com)