PECB

BEYOND RECOGNITION

LEAD OPERATIONAL RESILIENCE MANAGER

Candidate Handbook

PECB

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SECTION I: INTRODUCTION

About PECB

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

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

Our key objectives are:

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

Our mission

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

Our vision

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

Our values

Integrity, Professionalism, Fairness

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

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.

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Introduction to Lead Operational Resilience Manager

Operational resilience management is a strategic approach that ensures an organization can effectively anticipate, prepare for, respond to, and recover from unexpected disruptions. It covers a holistic view of resilience, risk management, business continuity, and organizational adaptability. By establishing robust frameworks and processes, operational resilience management aims to minimize the impact of disruptions on critical operations and services, thereby safeguarding the organization's reputation, assets, and stakeholders. This proactive and dynamic discipline involves continuous planning, implementation, testing, and improvement, enabling organizations to thrive despite adverse events and evolving threats.

The Lead Operational Resilience Manager training course offers a comprehensive framework for managing and enhancing operational resilience within organizations. Through this course, participants learn to establish and maintain effective resilience strategies that integrate various aspects of risk management and business continuity. This training course emphasizes the importance of continual improvement and adaptability, equipping managers with the skills to develop robust processes that protect critical operations and ensure organizational sustainability in the long term.

The "Lead Operational Resilience Manager" credential is a professional certification for individuals who aim to demonstrate competence in helping an organization establish, integrate, and improve an operational resilience management framework and lead an operational resilience management team.

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

SECTION II: EXAMINATION PREPARATION, RULES, AND POLICIES

Preparing for and scheduling the exam

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

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

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

Rescheduling the exam

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

Application fees for examination and certification

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

The application fee for certification is $500.

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

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

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Competency domains

The objective of the "PECB Lead Operational Resilience Manager" exam is to ensure that the candidate has acquired the necessary competence to support an organization in managing and improving operational resilience.

The Lead Operational Resilience Manager certification is intended for:
- Managers or consultants involved in and concerned with the development and management of an organization's operational resilience
- Project managers, consultants, or expert advisers seeking to master the improvement of operational resilience
- Individuals responsible for ensuring that the organization adheres to relevant laws and regulations related to operational resilience
- Members of an operational resilience management team

The content of the exam is divided as follows:
- **Domain 1:** Fundamental concepts of operational resilience
- **Domain 2:** Planning operational resilience management framework
- **Domain 3:** Establishing business resilience and digital and cyber resilience management practices
- **Domain 4:** Establishing third-party resilience management practices and resilience organizational culture
- **Domain 5:** Testing and continually improving operational resilience

Domain 1: Fundamental concepts of operational resilience

Main objective: Ensure that the candidate is able to interpret the main operational resilience terms and concepts.

Competencies	Knowledge statements
1. Ability to explain the main concepts and terms related to operational resilience	1. Knowledge of the main terms and concepts related to operational resilience
2. Ability to explain the main principles and attributes of organizational resilience	2. Knowledge of the principles and attributes of organizational resilience
3. Ability to understand and explain the relationship between business continuity and operational resilience	3. Knowledge of the relationship between operational resilience and business continuity
4. Ability to explain the benefits of resilience management	4. Knowledge of the advantages of operational resilience
5. Ability to interpret the principles for operational resilience	5. Knowledge of the principles of operational resilience
6. Ability to interpret regulations and standards related to operational resilience	6. Knowledge of the regulations and standards related to operational resilience
7. Ability to explain the main objectives of DORA	7. Knowledge of the key objectives of DORA
8. Ability to recognize and explain main ISO standards in relation to operational resilience	8. Knowledge of the main ISO standards related to operational resilience
9. Ability to explain the main organizational resilience models	9. Knowledge of the main organizational resilience models

Domain 2: Planning operational resilience management framework

Main objective: Ensure that the candidate is able to plan and develop a new operational resilience management framework.

Competencies	Knowledge statements
1. Ability to analyze the internal and external environment of an organization	1. Knowledge of ways how to analyze the internal and external context of an organization
2. Ability to conduct a gap analysis	2. Knowledge of the course of action in conducting a gap analysis
3. Ability to identify and analyze stakeholders	3. Knowledge of ways how to identify and analyze stakeholders
4. Ability to analyze stakeholders' requirements and expectations	4. Knowledge of ways to analyze stakeholder's requirements and expectations
5. Ability to identify and analyze the business requirements in relation to operational resilience	5. Knowledge of ways to identify and analyze business requirements in relation to operational resilience
6. Ability to identify the organization's assets	6. Knowledge of ways to identify an organization's assets
7. Ability to identify business processes	7. Knowledge of methods to identify business processes
8. Ability to identify critical business services	8. Knowledge of the necessary ways to identify critical business services
9. Ability to map interdependencies across the organization	9. Knowledge of ways to map the interdependencies across an organization
10. Ability to set up the impact tolerances	10. Knowledge of steps to set up impact tolerances
11. Ability to differentiate between impact tolerance and risk appetite	11. Knowledge of the differences between impact tolerance and risk appetite
12. Ability to establish a resilience governance	12. Knowledge of the principles and key aspects of resilience governance
13. Ability to identify key roles and responsibilities regarding operational resilience management	13. Knowledge of the roles and responsibilities in operational resilience management
14. Ability to conduct business impact analysis	14. Knowledge of the steps to conduct a business impact analysis
15. Ability to conduct a risk assessment process	15. Knowledge of the steps of the risk assessment process
16. Ability to plan and allocate necessary resources for operational resilience management	16. Knowledge of how to plan and allocate the resources for operational resilience management

Domain 3: Establishing business resilience and digital and cyber resilience management practices

Main objective: Ensure that the candidate is able to establish and improve business resilience and digital and cyber resilience practices.

Competencies	Knowledge statements
1. Ability to explain the importance of business resilience in operational resilience management	1. Knowledge of the importance of business resilience in operational resilience management
2. Ability to establish and maintain a business continuity management system	2. Knowledge of the main elements of a business continuity management system
3. Ability to develop and implement a disaster recovery plan	3. Knowledge of the key components of a disaster recovery plan
4. Ability to identify, analyze, and select business continuity strategies and solutions	4. Knowledge of the steps to identify, analyze, and select business continuity strategies and solutions
5. Ability to establish a risk management process	5. Knowledge of the steps to establish a risk management process
6. Ability to select and implement risk treatment options	6. Knowledge of the differences among various risk treatment options
7. Ability to develop and implement a risk treatment plan	7. Knowledge of the key components of a risk treatment plan
8. Ability to establish a crisis management process	8. Knowledge of the key processes of crisis management
9. Ability to distinguish type of behaviors when preparing for or responding to a crisis	9. Knowledge of how to distinguish different type of behaviors when preparing or responding to a crisis
10. Ability to establish and maintain change management process	10. Knowledge of the key processes of change management
11. Ability to distinguish between digital resilience and cyber resilience	11. Knowledge of how to distinguish digital resilience and cyber resilience
12. Ability to identify different frameworks for digital and cyber resilience	12. Knowledge of different frameworks for digital and cyber resilience
13. Ability to identify DORA requirements in regards to digital operational resilience	13. Knowledge of the DORA requirements in relation to digital operational resilience
14. Ability to conduct different testing techniques for digital operational resilience	14. Knowledge of the different testing techniques for digital operational resilience
15. Ability measure an organization's digital resilience	15. Knowledge of the key metrics used to measure an organization's digital resilience

Domain 4: Establishing third-party resilience management practices and resilience organizational culture

Main objective: Ensure that the candidate is able to establish and improve third-party resilience management practices and resilience organizational culture.

Competencies	Knowledge statements
1. Ability to establish a third-party provider management process	1. Knowledge of the key elements of a third-party provider management process
2. Ability to identify and categorize third-party providers	2. Knowledge of the classification of third-party providers
3. Ability to determine the criticality of third-party providers	3. Knowledge of how to determine the criticality of third-party providers
4. Ability to identify and use necessary tools for due diligence and monitoring of third-party providers	4. Knowledge of necessary tools for conducting due diligence and monitoring of third-party providers
5. Ability to identify and distinguish different types of testing methods for analyzing and prioritizing third-party providers	5. Knowledge of the different types of testing methods for analyzing and prioritizing third-party providers
6. Ability implement resilience controls for third-party providers	6. Knowledge of different resilience controls for third-party providers
7. Ability to communicate the importance of a resilience organizational culture	7. Knowledge of the importance of a resilience organizational culture
8. Ability to identify the key traits of a resilient individual	8. Knowledge of the key traits of a resilient individual
9. Ability to establish a resilience culture	9. Knowledge of how to establish a resilience culture
10. Ability to develop a communication strategy	10. Knowledge of the key components of a communication strategy
11. Ability to implement and evaluate capabilities to support resilience behaviors	11. Knowledge of implementing and evaluating capabilities that support resilience behaviors

Domain 5: Testing and continually improving operational resilience

Main objective: Ensure that the candidate is able to monitor, test, and continually improve operational resilience.

Competencies	Knowledge statements
1. Ability to conduct operational resilience scenario testing	1. Knowledge of the ways to conduct operational resilience scenario testing
2. Ability to differentiate between operational resilience testing and business continuity testing	2. Knowledge of the differences between operational resilience testing and business continuity testing
3. Ability to develop a scenario testing plan	3. Knowledge of the contents of a scenario testing plan
4. Ability to create a scenario library	4. Knowledge of the main elements to consider when developing a scenario testing plan
5. Ability to conduct asset-based and full-service scenario testing	5. Knowledge of the difference between asset-based and full-service scenario testing
6. Ability to conduct different types of scenario testing approaches	6. Knowledge of the main considerations when choosing a scenario testing approach
7. Ability to report scenario testing results	7. Knowledge of the main types of scenario testing approaches
8. Ability to identify vulnerabilities and plan remediation steps	8. Knowledge of ways to report the results of scenario testing results
9. Ability to review scenario testing	9. Knowledge of ways how to monitor, measure, and evaluate operational resilience
10. Ability to monitor, measure, and evaluate operational resilience	10. Knowledge of the main methods of reporting the measurement of operational resilience
11. Ability to develop the operational resilience self-assessment document	11. Knowledge of the ways to establish operational resilience self-assessment
12. Ability to improve and maintain operational resilience self-assessment	12. Knowledge of the contents of a self-assessment document
13. Ability to interpret and consider operational resilience reporting metrics	13. Knowledge of the operational resilience reporting metrics
14. Ability to apply lessons learned	14. Knowledge of the bottom-up and top-down reporting differences
15. Ability to determine organizational learning framework	15. Knowledge of ways to apply lessons learned
16. Ability to continually improve operational resilience	16. Knowledge of types of organizational learning and factors impacting organizational learning
	17. Knowledge of ways to continually improve operational resilience
	18. Knowledge of the benefits of continual improvement

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

	Level of understanding (Cognitive/Taxonomy) required

	Number of questions/points per competency domain	% of the exam devoted/points to/for each competency domain	Questions that measure comprehension, application, and analysis	Questions that measure evaluation
Fundamental concepts of operational resilience	11	13.75	X	
Planning operational resilience management framework	25	31.25	X	
Establishing business resilience and digital and cyber resilience management practices	17	21.25		X
Establishing third-party resilience management practices and resilience organizational culture	9	11.25		X
Testing and continually improving operational resilience	18	22.5		X
Total	**80**	**100%**		
Number of questions per level of understanding			**36**	**44**
% of the exam devoted to each level of understanding (cognitive/taxonomy)			**45%**	**55%**

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 Operational Resilience 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-depended, 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).

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

A sample of exam questions will be provided below.

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

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

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Sample exam questions

1. **Which training method involves practical learning experiences through a description of simulated or real-life experiences?**
   A.   Lectures
   B.   **Case studies**
   C.   Computer-based training

2. **Which role is included in the second line of defense based on the three lines model, among others?**
   A.   **Risk management function**
   B.   Internal audit function
   C.   Business and process owners

3. **Which of the following is considered a corrective resilience control for third-party providers?**
   A.   Financial statements
   B.   **Training programs**
   C.   Audits

4. **At which level of resilience maturity do individuals lead by examples, inspire others, and suggest improvements for resilience processes?**
   A.   Level 02 — Comprehension
   B.   Level 03 — Application
   C.   **Level 04 — Influence**

5. **Which of the following refers to iconic learning?**
   A.   Organizations learn and implement widely recognized lessons and practices
   B.   **Organizations are aware of or have sufficient information about a situation**
   C.   Every organization identifies its own lessons following an incident

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

Exam Retake Policy

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

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

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

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

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

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

SECTION III: CERTIFICATION PROCESS AND REQUIREMENTS

PECB Lead Operational Resilience 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 Operational Resilience Manager Certification scheme have the following requirements:

Credential	Education	Exam	Professional experience	Operational resilience management experience	Other requirements
PECB Certified Provisional Operational Resilience Manager	At least secondary education	PECB Certified Lead Operational Resilience Manager exam or equivalent	None	None	[Signing the PECB Code of Ethics](#)
PECB Certified Operational Resilience Manager			Two years: One year of work experience in operational resilience management	Project activities: a total of 200 hours	
PECB Certified Lead Operational Resilience Manager			Five years: Two years of work experience in operational resilience management	Project activities: a total of 300 hours	
PECB Certified Senior Lead Operational Resilience Manager			Ten years: Seven years of work experience in operational resilience management	Project activities: a total of 1,000 hours	

To be considered valid, the implementation activities should follow best implementation and management practices, including the following:
1. Identifying critical business services
2. Conducting business impact analysis
3. Setting up impact tolerance
4. Managing and improving digital and cyber resilience
5. Managing third-party and supply chain resilience
6. Conducting operational resilience scenario testing
7. Conducing operational resilience self-assessment
8. Improving the performance of the operational resilience

Applying for certification

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

Korean languages. They can choose to either pay online or be billed. For additional information, please contact certification.team@pecb.com.

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

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

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

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

PECB provides support both in English and French.

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

Professional references
For each application, two professional references are required. They must be from individuals who have worked with the candidate in a professional environment and can validate their operational resilience 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.

Operational resilience management experience
The candidate's operational resilience management log will be checked to ensure that the candidate has the required number of implementation 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.

PECB

SECTION IV: CERTIFICATION POLICIES

Denial of certification

PECB can deny certification/certificate program if candidates:

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

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

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

Certification status options

Active

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

Suspended

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

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

Revoked

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

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

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

Other statuses

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

PECB

Upgrade and downgrade of credentials

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

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

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

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

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

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

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

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

SECTION V: GENERAL POLICIES

Exams and certifications from other accredited certification bodies

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

Non-discrimination and special accommodations

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

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

Behavior Policy

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

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

Refund Policy

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

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

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

Address:

Headquarters
6683 Jean Talon E,
Suite 336 Montreal,
H1S 0A5, QC,
CANADA

Tel./Fax:

T: +1-844-426-7322
F: +1-844-329-7322

Emails:

Examination:
examination.team@pecb.com

Certification:
certification.team@pecb.com

Customer Service:
support@pecb.com

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.

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