PECB

When Recognition Matters

EXAM PREPARATION GUIDE

PECB Certified ISO 28000 Lead Auditor

The objective of the "PECB Certified ISO 28000 Lead Auditor" examination is to ensure that the candidate has the knowledge and the skills to audit a Supply Chain Security Management System (SCSMS) as specified in ISO 28000:2007 and to manage a team of auditors by applying widely recognized audit principles, procedures and techniques

The target population for this examination is:

- Auditors seeking to perform and lead Supply Chain Security Management System (SCSMS) certification audits
- Managers or consultants seeking to master a Supply Chain Security Management System audit process
- Individuals responsible for maintaining conformance with Supply Chain Security Management System requirements
- Technical experts seeking to prepare for a Supply Chain Security Management System audit
- Expert advisors in Supply Chain Security Management

The exam content covers the following domains:

- **Domain 1**: Fundamental Principles and Concepts of Supply Chain Security Management System (SCSMS)
- **Domain 2**: Supply Chain Security Management System (SCSMS)
- **Domain 3**: Fundamental Audit Concepts and Principles
- **Domain 4**: Preparation of an ISO 28000 Audit
- **Domain 5**: Conducting of an ISO 28000 Audit
- **Domain 6**: Closing an ISO 28000 Audit
- **Domain 7**: Managing an ISO 28000 Audit Program

The content of the exam is divided as follows:

Domain 1: Fundamental Principles and Concepts in Supply Chain Security Management System (SCSMS)

Main objective: To ensure that the ISO 28000 Lead Auditor candidate can understand, interpret and illustrate the main Supply Chain Security Management concepts related to a Supply Chain Security Management System (SCSMS).

Competencies	Knowledge statements
1. Understand and explain the operations of the ISO organization and the development of Supply Chain Security Management standards. 2. Ability to identify, analyze and evaluate the Supply Chain Security Management compliance requirements for an organization. 3. Ability to explain and illustrate the main concepts in Supply Chain Security Management System. 4. Ability to understand relationship between different standards of ISO 28000 family.	1. Knowledge of the application of the eight ISO management principles to Supply Chain Security Management System. 2. Knowledge of the main standards in Supply Chain Security Management. 3. Knowledge of the different sources of Supply Chain Security Management System requirement for an organization: laws, regulations, international and industry standards, contracts, market practices, internal policies. 4. Knowledge of the main Supply Chain Security Management concepts and terminology as described in ISO 28000.

Domain 2: Supply Chain Security Management System (SCSMS)

Main objective: To ensure that the ISO 28000 Lead Auditor candidate can understand, interpret and illustrate the main concepts and components of a Supply Chain Security Management System based on ISO 28000.

Competencies	Knowledge statements
1. Understand and explain the components of a Supply Chain Security Management System based on ISO 28000 and its principal processes. 2. Ability to interpret and analyze ISO 28000 requirements. 3. Understand, explain and illustrate the main steps to establish, implement, operate, monitor, review, maintain and improve an organization's SCSMS.	1. Knowledge of the concepts, principles and terminology related to Supply Chain Security Management System based SCSMS and the "Plan-Do-Check-Act" (PDCA) model. 2. Knowledge of the principal characteristics of an integrated management system. 3. Knowledge of the main advantages of a certification for an organization. 4. Knowledge of the ISO 28000 requirements. 5. Knowledge of the main steps to establish the SCSMS objectives, processes and procedures relevant to managing and improving Supply Chain Security Management to deliver results in accordance with an organization’s overall policies and objectives (Awareness level). 6. Knowledge of the concept of continual improvement and its application to an SCSMS.

Domain 3 Fundamental Audit Concepts and Principles

Main objective: To ensure that the ISO 28000 Lead Auditor candidate can understand, interpret and apply the main concepts and principles related to an SCSMS audit in the context of ISO 28000.

Competencies	Knowledge statements
1. Understand, explain and illustrate the application of the audit principles in the context of an ISO 28000 audit. 2. Ability to identify and judge situations that would discredit the professionalism of the auditor and the PECB code of ethics. 3. Ability to identify and evaluate ethical problems taking into account the obligations related to sponsors, auditee and law enforcement or regulatory authorities. 4. Ability to explain, illustrate and apply the audit evidence approach in the context of an ISO 28000 audit. 5. Ability to explain and compare the types and characteristics of evidence. 6. Ability to determine and justify what type of evidence and how much evidence will be required in the context of a specific SCSMS audit mission. 7. Ability to determine and evaluate the level of materiality and apply the risk based approach during the different phases of an ISO 28000 audit. 8. Ability to judge the appropriate level of reasonable assurance needed for a specific ISO 28000 audit mission.	1. Knowledge of the main audit concepts and terminology as described in ISO 19011. 2. Knowledge of the differences between first party, second party and third party audit. 3. Knowledge of the following audit principles: integrity, fair presentation, due professional care, professional judgment, professional skepticism, confidentiality and independence. 4. Knowledge of professional responsibility of an auditor and the PECB code of ethics. 5. Knowledge of evidence based approach in an audit. 6. Knowledge of the different types of evidences: physical, mathematical, confirmative, technical, analytical, documentary and verbal. 7. Knowledge of quality of audit evidences (competent, appropriate, reliable and sufficient) and the factors that will influence them. 8. Knowledge of the risk based approach in an audit and the different types of risk related to audit activities. 9. Knowledge of the concept of materiality and its application in an audit. 10. Knowledge of the concept of reasonable assurance and its applicable in an audit.

Domain 4: Preparation of an ISO 28000 Audit

Main objective: To ensure that the ISO 28000 Lead Auditor candidate can prepare appropriately an SCSMS audit in the context of ISO 28000.

Competencies	Knowledge statements
1. Understand and explain the steps and activities to do to prepare an SCSMS audit taking in consideration the specific context and conditions of the mission. 2. Understand and explain the roles and responsibilities of the audit team leader, audit team members and technical experts. 3. Ability to determine, evaluate and confirm the audit objectives, the audit criteria and the audit scope for a specific ISO 28000 audit mission. 4. Ability to do a feasibility study of an audit in the context of a specific ISO 28000 audit mission. 5. Ability to explain, illustrate and define the characteristics of the audit terms of engagement and apply the best practices to establish a first contact with an auditee in the context of a specific ISO 28000 audit mission. 6. Ability to develop audit working papers and to elaborate appropriate audit test plans in the context of a specific ISO 28000 audit mission.	1. Knowledge of the main responsibilities of the audit team leader and audit team members. 2. Knowledge of the roles and responsibilities of technical experts used for an audit. 3. Knowledge of the definition of audit objectives, audit scope and audit criteria. 4. Knowledge of the difference between the SCSMS scope and the audit scope. 5. Knowledge of the elements to review during the feasibility study of an audit. 6. Knowledge of the cultural aspects to consider in an audit. 7. Knowledge of the characteristics of audit terms of engagement and the best practices to establish a first contact with an auditee. 8. Knowledge of the preparation of an audit plan. 9. Knowledge of the preparation and development of audit working paper. 10. Knowledge of advantages and disadvantages of using audit checklists. 11. Knowledge of the best practices to creation audit test plans.

Domain 5: Conducting an ISO 28000 Audit

Main objective: To ensure that the ISO 28000 Lead Auditor candidate can efficiently conduct an SCSMS audit in the context of ISO 28000.

Competencies	Knowledge statements
1. Ability to organize and conduct the opening meeting in the context of a specific ISO 28000 audit mission. 2. Ability to conduct a stage 1 audit in the context of a specific ISO 28000 audit mission and taking into account the documentation review conditions and criteria. 3. Ability to conduct a stage 2 audit in the context of a specific ISO 28000 audit mission by applying the best practices of communication to collect the appropriate evidence and taking into account the roles and responsibilities of all people involved. 4. Ability to explain, illustrate and apply statistical techniques and main audit sampling methods. 5. Ability to gather appropriate evidences objectively from the available information in an audit and to evaluate them objectively.	1. Knowledge of the objectives and the content of the opening meeting of an audit. 2. Knowledge of the difference of the stage 1 audit and the stage 2 audit. 3. Knowledge of stage 1 audit requirements, steps and activities. 4. Knowledge of the documentation review criteria. 5. Knowledge of the documentation requirements stated in ISO 28000. 6. Knowledge of stage 2 audit requirements, steps and activities. 7. Knowledge of best practices of communication during an audit. 8. Knowledge of the roles and responsibilities of guides and observers during an audit. 9. Knowledge of the conflict resolution techniques. 10. Knowledge of evidence collection procedures: observation, documentation review, interviews, analysis and technical verification. 11. Knowledge of evidence analysis procedures: corroboration and evaluation. 12. Knowledge of main concepts, principles and statistical techniques used in an audit. 13. Knowledge of the main audit sampling methods and their characteristics.

Domain 6: Closing an ISO 28000 Audit

Main objective: To ensure that the ISO 28000 Lead Auditor candidate can conclude an SCSMS audit and conduct follow-up activities in the context of ISO 28000.

Competencies	Knowledge statements
1. Ability to explain and apply the evaluation process of evidences to draft audit findings and prepare audit conclusions. 2. Understand, explain and illustrate the different levels of conformity and the concept of benefits of doubt. 3. Ability to report appropriate audit observations in order to help an organization to improve an SCSMS in respect of audit rules and principles. 4. Ability to complete audit working documents and do a quality review of an ISO 28000 audit. 5. Ability to draft audit conclusions and present these to the management of the audited organization. 6. Ability to organize and conduct an audit closing meeting. 7. Ability to write an ISO 28000 audit report and justify a certification recommendation. 8. Ability to conduct the activities following an initial audit including the evaluation of action plans, follow up audits, surveillance audits and recertification audits.	1. Knowledge of the evaluation process of evidences to draft audit findings and prepare audit conclusions. 2. Knowledge of the differences and the characteristics between the concepts of conformity, minor nonconformity, major nonconformity, anomaly and observation. 3. Knowledge of the guidelines and best practices to write nonconformity report. 4. Knowledge of the guidelines and best practices to draft and report audit observation. 5. Knowledge of the principle of benefits of doubt and his application in the context of an audit. 6. Knowledge of the guidelines and best practices to complete audit working documents and do a quality review of an audit. 7. Knowledge of the guidelines and best practices to present audit findings and conclusions to management of an audited organization. 8. Knowledge of the possible recommendations that an auditor can issue in the context of a certification audit and the certification decision process. 9. Knowledge of the guidelines and best practices to evaluate action plans. 10. Knowledge of follow-up audit, surveillance audits and recertification audit requirements, steps and activities. 11. Knowledge of the conditions for modification, extension, suspension or withdrawal of a certification for an organization.

Domain 7: Managing an ISO 28000 Audit Program

Main objective: To ensure that the ISO 28000 Lead Auditor understands how to establish and manage an SCSMS audit program.

Competencies	Knowledge statements
1. Understand and explain the establishment of an audit program and the application of the PDCA model. 2. Understand and explain the implementation of an ISO 28000 audit program (first party, second party and third party). 3. Understand and explain the responsibilities to protect the integrity, availability and confidentiality of audit records. 4. Understand the requirements related to the components of the management system of an audit program as Supply Chain Security Management, record management, complaint management. 5. Understand the evaluation of the efficiency of the audit program by monitoring the performance of each auditor, each team and the entire certification body. 6. Understand and explain the way combined audits are handled in an audit program. 7. Ability to demonstrate the application of the personal attributes and behaviors associated to professional auditors.	1. Knowledge of the application of the PDCA model in the management of an audit program. 2. Knowledge of requirements, guidelines and best practices regarding audit resources, procedures and policies. 3. Knowledge of the types of tools used by professional auditors. 4. Knowledge of requirements, guidelines and best practices regarding the management of audit records. 5. Knowledge of the application of the concept of continual improvement to the management of an audit program. 6. Knowledge of the particularities to implement and manage a first, second or third party audit program. 7. Knowledge of the management of combined audit activities. 8. Knowledge of the concept of competency and its application to auditors. 9. Knowledge of the personal attributes and behavior of a professional auditor.

Based on these seven domains and their relevance, twelve (12) questions are included in the exam, as summarized in the following table:

			Level of Understanding (Cognitive/Taxonomy) Required					
		Points per Question	Questions that measure Comprehension, Application and Analysis	Questions that measure Synthesis and Evaluation	Number of Questions per competency domain	% of test devoted to each competency domain	Number of Points per competency domain	% of Points per competency domain
Competency/Domains	Fundamental principles and concepts of a Supply Chain Security Management System (SCSMS)	5	X		1	8.33	5	6.67
	Supply Chain Security Management System (SCSMS)	5	X		3	16.66	15	20.01
		10		x				
	Fundamental audit concepts and principles	5		X	3	25	15	20.01
		5	X					
		5	x					
	Preparation of an ISO 28000 audit	5	X		2	16.66	10	13.34
		5		X				
	Conducting an ISO 28000 audit	10		X	2	16.66	15	20.01
		5	x					
	Closing an ISO 28000 audit	10		X	1	8.33	10	13.34
	Managing an ISO 28000 audit program	5		X	1	8.33	5	6.67
Total points		75						
Number of Questions per level of understanding			6	6				
% of Test Devoted to each level of understanding (cognitive/taxonomy)			50	50				

The passing score is established at **70%.**

After successfully passing the exam, candidates will be able to apply for the credentials of PECB Certified ISO 28000 Lead Auditor, depending on their level of experience.

TAKE A CERTIFICATION EXAM

Candidates will be required to arrive at least thirty (30) minutes before the beginning of the certification exam. Candidates arriving late will not be given additional time to compensate for the delayed arrival, and may be denied entry to the examination room (if they arrive more than 5 minutes after the beginning of the exam scheduled time).

All candidates shall present a valid identity card with a picture such as a driver's license or a government ID to the invigilator.

The exam duration is three (3) hours. Non-native speakers receive an additional half an hour.

The exam contains essay type questions. This type of format was selected as a means of determining whether an examinee can clearly answer training related questions, by assessing problem solving techniques and formulating arguments supported with reasoning and evidence. The exam is set to be "open book", and does not measure the recall of data or information. The examination evaluates the candidates' comprehension, application and analyzing skills. Therefore, candidates will have to justify their answers by providing concrete explanations as to demonstrate that they have understood the training's concepts. At the end of this document, you will find samples of exam questions and potential answers.

As the exam is "open book", candidates are authorized to use:

- A copy of the ISO 28000 standard;
- Course notes from the Participant Handout;
- Any personal notes made by the student during the course; and
- A hard copy dictionary.

All attempt to copy, collude or otherwise cheat during the exam will automatically lead to the exam's failure.

PECB exams are available in English. For availability of the exam in a language other than English, please contact examination@pecb.com

RECEIVE YOUR EXAM RESULTS

Results will be communicated by email within a period of 6 to 8 weeks from your examination date. The candidate will be provided with only two possible examination results: Pass or Fail.

Candidates who successfully complete the examination will be able to apply for a certified scheme.

In the case of a failure, the results will be accompanied by the list of domains in which the candidate had a low grade, to provide preparation guidance in case of retaking the exam.

Candidates who disagree with the exam results may file a complaint. For more information, please refer to www.pecb.com

EXAM RETAKE POLICY

There is no limit on the number of times a candidate may retake an exam. However, there are some limitations in terms of allowed time-frame in between exam retakes, such as:

- If a candidate does not pass the exam on the first attempt, he/she must wait 15 days for the next attempt (1st retake). Retake fee applies.

Note: *Students, who have completed the full training but failed the written exam, are eligible to retake the exam once for free within a 12 month period from the initial date of the exam*.

- If a candidate does not pass the exam on the second attempt, he/she must wait 3 months (from the initial date of the exam) for the next attempt (2nd retake). Retake fee applies.
- If a candidate does not pass the exam on the third attempt, he/she must wait 6 months (from the initial date of the exam) for the next attempt (3rd retake). Retake fee applies.

After the fourth attempt, a waiting period of 12 months from the last session date is required, in order for candidate to sit again for the same exam. Regular fee applies.

For the candidates that fail the exam in the 2nd retake, PECB recommends to attend an official training in order to be better prepared for the exam.

To arrange exam retakes (date, time, place, costs), the candidate needs to contact the PECB partner who has initially organized the session.

CLOSING FILES

Closing a file is equivalent to rejecting a candidate's application. As a result, when candidates request that their file be reopened, PECB will no longer be bound by the conditions, standards, policies, candidate handbook or exam preparation guide that were in effect before their file was closed.

Candidates who want to request that their file be reopened must do so in writing, and pay the required fees.

EXAMINATION SECURITY

A significant component of a successful and respected professional certification credential is maintaining the security and confidentiality of the examination. PECB relies upon the ethical behavior of certificate holders and applicants to maintain the security and confidentiality of PECB examinations. If someone holding PECB credentials reveals information about PECB examination content, he/she is considered to have violated the PECB Code of Ethics. PECB will take action against individuals who violate PECB Policies and the Code of Ethics. Actions taken may include permanently barring individuals from pursuing PECB credentials and revoking certifications from those who have been awarded the credential. PECB will also pursue legal remedies against individuals or organizations who infringe upon its copyrights, proprietary rights, and intellectual property.

SAMPLE EXAM QUESTIONS AND POSSIBLE ANSWERS

1. Evidence in an audit

For each of the following clauses of the ISO 28000 standard, please provide at least two different evidences that would be acceptable to verify the existence and effectiveness of the requirement.

- **4.3.4 Security management targets:**

Possible answers:

- Monthly targets' metrics
- Emails showing targets have been communicated to employees

2. Evaluation of corrective actions

You have received a plan for corrective actions. Evaluate the adequacy of the proposed corrective actions. If you agree with the corrective actions, explain why. If you disagree, explain why and propose what you think would be adequate corrective actions.

- **A nonconformity was observed because the Human Resources team was not aware of the procedure that requires them to record the education, training, and experience of all employees.**
- **Corrective action: Inform (Timeframe: immediately) and train (Timeframe: within 6 months) the Human Resources team with this procedure and require that each member of the team follow it.**

Possible answers:

I agree. This solves the problem that was ignorance of the procedure. As auditor, a sampling will be performed during the surveillance audit to find out if the procedure is followed.