



Company Direction Programme

Examinations guide – 2011 syllabus

June and November 2011 examinations

Introduction	2
1. The certificate and diploma examinations	
Section 1 The examination structure	3
1. Certificate examinations	3
2. Referral examination	3
3. Applying for an examination	3
4. Examination results	4
5. Examination procedures	5
6. Exemptions from courses leading to the examinations	5
Section 2 The examination	6
1. Style of the examination	6
2. The answer sheet	6/7
3. Formulae and the use of calculators	6
4. Testing appropriate cognitive abilities	8
Section 3 Supporting your learning	8
1. Access to online tools and revision aides	8
2. Revision courses	9
Annexe 1 Examination regulations (extract)	10

Introduction

1. The certificate and diploma in company direction examinations and qualifications

The Examinations comprise:

- The Certificate, which tests learning and application across key areas of knowledge for directors of any sector, and
- The Diploma, which tests application, analysis, critical thinking and judgemental/decision making skills through scenarios which present typical dilemmas and issues faced by boards or governing bodies. The examination follows the Developing Board Performance module which is interactive and assumes brought forward learning from the Certificate programme.
- These examinations are progressive and should be taken in the correct sequence. They should not be taken at the same sitting.

Neither certification nor designatory letters for the Diploma will be awarded until the Certificate examination has been passed. Both examinations are compulsory if candidates require certification, or wish to progress to Chartered Director.

The final stage of the IoD's qualifications is the prestigious Chartered Director award. This may only be pursued on the basis that all eligibility criteria can be met, including being a full member of the IoD and passing both the Certificate and Diploma examinations. The assessment process for Chartered Director is based on the presentation of evidence of an individual's experience in a director's role, supported by a portfolio which illustrates personal achievement against the four key tasks of the board and director and board effectiveness. For further information on Chartered Director, please visit www.iod.com/chartered.

Section 1

The examination structure

1. The certificate examination

This Guide outlines the regulations and administrative procedures for the Institute of Directors' Certificate Level examinations. It provides only basic information on the Diploma.

Candidates seeking information on the Diploma examination should go to www.iod.com/development.

The Institute's programmes are taught in London and at a number of regional study centres. Details of the venues can be found at www.iod.com/development.

2011 (new syllabus) Certificate Structure

The 2011 Certificate comprises 48 questions in four sections and is a three hour (multiple choice) assessment. Each section of the examination must be passed in addition to achieving 50% overall (24 marks). The new examination structure will be offered from JUNE 2011.

2. The referral examination

If you are unsuccessful in one section only of the Certificate examination, but have achieved the overall pass mark of 24 marks, you will be allowed a referral in that subject. For the 2011 certificate, the duration of the referral examination is 45 minutes.

If you are unsuccessful in more than one section or do

not achieve the overall pass mark, you will need to sit the full Certificate examination again.

3. Applying for an examination

You will need to complete an examination application form. You may obtain one on request from the Senior Examinations Executive on 020 7766 8816 or through your regional study centre. Please enrol early.

The application deadlines for the examinations in 2011 are:

Examination date	Closing date (includes changes to applications or postponements)
22 June	1 May 2011
2 November	1 October 2011

If you do not submit your application and if you have not checked receipt of your application by the closing date you may be required to pay a late fee of £100.

Examinations are normally held in Belfast, Birmingham, Bristol, Dublin, Edinburgh, Leeds, London, Salford and the Channel Islands. If we are unable to accommodate you at your first choice of examination centre, we will contact you with the relevant options. Centres outside of the UK are arranged according to demand.

You are required to provide 10 weeks' notice for requesting a non-UK or non-standard centre. The IoD will hold examinations in most major cities outside of the UK, but this will be subject to checks on local facilities. No guarantees are offered until we are satisfied with the arrangements provided on IoD's behalf.

Structure of the certificate examination – 2011 syllabus

section of examination paper (duration 3 hours)	number of questions per section / minimal pass mark	
section 1 role of company director and the board	12	6
section 2 finance for non-financial directors	12	6
section 3 the director's role in strategy and marketing	12	6
section 4 the director's role in leading the organisation	12	6
total questions	48	
pass mark (a pass is required in each section of the paper)	24	

If we cannot arrange a non-standard centre for you, we will notify you within three weeks of your application being received and will ask you to choose an alternative location. Please note that, for non-UK examinations, there will be an additional charge, payable to the centre.

You will be sent details of the examination time and venue via an allocation letter, approximately two weeks after the closing date for the examination. With the allocation letter, candidates will be sent a copy of the examination regulations. Extracts from this document are given in Annexe 1 to this document.

We will generally aim to process applications within seven working days and commence processing once the previous examination session has passed. If you have not heard from us within a reasonable timeframe, you should contact us to ensure that your application was received. It is your responsibility to contact us by the closing date for the examination.

The Senior Examinations Executive can be contacted on 020 7766 8816 or examinations@iod.com for any issues that affect you prior to the examinations, including queries over missing documentation or if you need to withdraw at short notice. Please note that examination fees are non-refundable and non-transferable after the closing date for the examination has passed.

Absence from the examination

Don't leave your communication with us until after the examination has taken place, as you will be marked absent. If you do not attend an examination for which you have entered and do not advise us, this will be counted as a failed attempt.

If you sat the examination, and you require consideration for your circumstances (for example, if you were indisposed during the examination or experienced unforeseen circumstances that affected your performance), you need to provide documentary evidence for the Board of Examiners within ten days of the examination date. This evidence should be sent to the Professional Standards Department at the Institute.

4. Examination results

Examination results will be available, via a letter to you

by or within 6 weeks of an examination sitting.

Candidates who pass and achieve an outstanding examination mark in the Certificate and Diploma Examinations may be awarded a pass with distinction. Other than this, examination results will be on a strict pass/fail basis. If unsuccessful, you will be informed of those section(s) that you did not pass in the Certificate (or those questions which did not reach pass standard in the Diploma).

You may take the Certificate examination (including referrals) up to 4 times in total. You should have attempted the Certificate examination within two years of starting the taught Certificate programme. If your examination date is scheduled beyond this period you will need to seek an extension via a written request. You will be advised if you need to attend any further programmes to update your knowledge. Please be advised that you have access to the Learning Zone for a period of two years only when commencing your Certificate. The same applies to the Diploma examination.

For queries on the assessment process, consideration of special circumstances or appeals procedures, please contact:

The Professional Standards Department

Institute of Directors

116 Pall Mall

London SW1Y 5ED

E janet.gardner@iod.com

Candidates should note that administrative queries regarding examination results must be received by the Professional Standards department in writing within 10 working days of the date of despatch of results. Correspondence regarding the judgement of the Examiners will not be entered into under any circumstances.

The names of successful candidates and general examination statistics for each examination may be published in IoD News or in a broadsheet newspaper.

Each candidate is assumed to agree that this information may be released to a third party or published. If you do not agree and wish to 'opt out' you must let the Senior Examinations Executive know in writing (donna.pumfrett@iod.com).

5. Examination procedures

In summary:

- You will receive an examination candidate number (which is your IoD Membership or customer number if you are not a member of the IoD) and an examination allocation letter. You will need to present this letter or your joining instructions when attending your examination. You will also receive a copy of the detailed examination regulations. You will need to take photographic identity (driving licence, passport) to the centre.
- If you need to defer the examination or change your preferred location after applying, then you must write to the Senior Examinations Executive before the closing date for the examination in question. There will be no additional charge. If, however, you miss the deadline, you will have to re-apply and pay the full fee again for sitting the examination at a later date.
- If you are late for the Certificate or Diploma Examinations, you will be admitted up to 30 minutes after the commencement time but not thereafter. You must finish your examination at the same time as the other candidates. Late arrivals for the Referral Examination are not permitted.
- Your seating position in the examination centre will be indicated by a desk record showing your name and IoD Membership/customer number.
- You may use only the approved examination stationery. All 'rough work' must be done on the paper provided and must be handed in with your examination question paper, and answer sheet for Certificate and Referral examinations.

6. Exemptions from courses leading to the examinations

At its discretion, the IoD may offer exemptions from up to ONE of the courses that form IoD qualifications on the basis of professional qualification status, or in certain exceptional circumstances, on the basis of the delegate's role within an organisation.

The following rules are not negotiable:

- For the full Certificate, up to one course can be exempted, normally on the basis of a relevant professional qualification from a chartered professional institute/awarding body.
- The exemption is from the course attendance NOT the examination itself – in other words, a delegate must still attempt the questions relating to the unattended course during the examination.
- There are no exceptions available for the Diploma examination

Authorising an exemption

Exemption requests are considered on an individual basis by the Professional Development department. The exemption is normally authorised in writing following the production of a professional certificate and will state that, if successful, you would still be required to answer the relevant examination questions.

Section 2

The Certificate examination

1. Style of the examination

The Certificate Examination paper is divided into 4 sections with a total of 48 compulsory questions to be answered. The type of examination is Objective Testing (multiple choice).

The process of constructing the multiple choice test has been rigorous and has involved subject experts, educationalists and experienced company directors.

Each multiple choice question carries the same mark (1).

2. The answer sheet

Each of the 48 multiple choice questions has five possible answers, only one of which is correct. You are required to select your answer to the question from the options given. Each option is prefixed by A, B, C, D or E. Your answer to a question is given by marking on the Answer Sheet, opposite the number of each question, the letter corresponding to the option which you think represents the correct answer.

It is essential that you complete the personal information on the Answer Sheet, including your name and candidate number at the top of the document. Please complete all relevant boxes. If you are not an IoD member and have been allocated a 'temporary' customer number, this will start with 1 followed by a further 6 digits. Failure to complete your details accurately may mean that your work cannot be identified.

An example of the answer sheet is given opposite and you must familiarise yourself with this prior to the examination. Please ensure that you complete this fully and carefully. If you are attempting the referral examination, please complete only the relevant section of the answer sheet.

3. Formulae and the use of calculators

You are strongly advised to bring a calculator with you for Section 2 of the examination. However, the calculator must be a silent, battery-operated, non-programmable pocket calculator, with no facility for storing alpha-numeric data. **You will be provided with financial ratios within the examination paper.**

ANSWER SHEET – IoD CERTIFICATE QUALIFICATION

LAST NAME _____

FIRST NAME _____

DATE (mm/yy) /

EXAM CENTRE _____



I.O.D. Membership No.									
G	Q	0	0	0	0	0	0	0	0
1	H	R	1	1	1	1	1	1	1
I	S	2	2	2	2	2	2	2	2
J	T	3	3	3	3	3	3	3	3
A	K	U	4	4	4	4	4	4	4
B	L	V	5	5	5	5	5	5	5
C	M	W	6	6	6	6	6	6	6
D	N	X	7	7	7	7	7	7	7
E	O	Y	8	8	8	8	8	8	8
F	P	Z	9	9	9	9	9	9	9

COMPLETING YOUR ANSWER SHEET

- Use HB pencil.
- DO NOT use correction fluid/paper.
- DO NOT crease or fold this sheet.
- Make no stray marks.
- Mark the box underneath the letter (A,B,C, etc) representing your chosen answer for each question by filling in the space
- Please DO NOT use ticks, crosses or circles

SECTION 1

ROLE OF THE DIRECTOR AND THE BOARD

1	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D	<input type="checkbox"/> E
2	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D	<input type="checkbox"/> E
3	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D	<input type="checkbox"/> E
4	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D	<input type="checkbox"/> E
5	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D	<input type="checkbox"/> E
6	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D	<input type="checkbox"/> E
7	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D	<input type="checkbox"/> E
8	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D	<input type="checkbox"/> E
9	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D	<input type="checkbox"/> E
10	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D	<input type="checkbox"/> E
11	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D	<input type="checkbox"/> E
12	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D	<input type="checkbox"/> E

SECTION 2

FINANCE FOR NON-FINANCIAL DIRECTORS

13	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D	<input type="checkbox"/> E
14	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D	<input type="checkbox"/> E
15	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D	<input type="checkbox"/> E
16	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D	<input type="checkbox"/> E
17	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D	<input type="checkbox"/> E
18	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D	<input type="checkbox"/> E
19	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D	<input type="checkbox"/> E
20	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D	<input type="checkbox"/> E
21	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D	<input type="checkbox"/> E
22	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D	<input type="checkbox"/> E
23	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D	<input type="checkbox"/> E
24	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D	<input type="checkbox"/> E

SECTION 3

THE DIRECTOR'S ROLE IN STRATEGY AND MARKETING

25	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D
26	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D
27	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D
28	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D
29	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D
30	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D
31	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D
32	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D
33	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D
34	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D
35	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D
36	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D

SECTION 4

THE DIRECTOR'S ROLE IN LEADING THE ORGANISATION

37	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D
38	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D
39	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D
40	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D
41	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D
42	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D
43	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D
44	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D
45	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D
46	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D
47	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D
48	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D

4. Testing appropriate cognitive abilities

The majority of questions will test your knowledge, your understanding and also your ability to apply your knowledge. Some questions will expect you to utilise higher thought processes – for example, you may be required to restructure information or be asked to apply a principle or technique to a particular situation. The cognitive abilities tested in the examination are knowledge – your learning, application and analysis.

The content of the examination is defined by reference to the learning objectives of the modules which comprise the qualifications.

Section 3

Supporting your learning

1. Access to online tools and revision aides

Professional Development Learning Zone

The Professional Development Learning Zone contains a number of online sites and tools that are accessible throughout your development time with the IoD. They are designed to refresh and support the knowledge gained on the face-to-face modules and aid revision for the examination.

To access the Professional Development Learning Zone:

1. Go to www.iod.com/learningzone
2. Follow the instructions for log in.

There are several online sites and tools within the Professional Development Learning Zone. Your access level depends on the development route you are undertaking with the IoD.

The e-support website can be accessed through the Learning Zone and contains further online activities and exercises relating to this module as well as a downloadable version of the latest reference notes. The e-support material for each module is only accessible once you have attended the corresponding face-to-face course.

The exam preparation tool can be accessed through the Learning Zone once you enrol onto the IoD Certificate in Company Direction examination. It contains practice exam questions, answers and feedback.

If you have any problems accessing the Learning Zone or feedback on the materials, please contact:

Alice Ho
Learning Support Executive

T 020 7766 8922
E alice.ho@iod.com

2. revision courses

Face-to-face exam preparation sessions

These sessions provide delegates, enrolled on the Certificate programme, with a means of revisiting the key issues contained within the programme.

Please be aware that exam preparation sessions may be held at various IoD regional centres throughout the UK as well as London, though dates and prices may vary. For further details, please contact your nearest regional centre.

London enquiries:

T 020 7766 8800 E directordev@iod.com

One-to-one coaching

If you would like a one-to-one coaching session on any of the subjects within the Certificate in Company Direction Programme, please contact our sales team on 020 7766 2601. Sessions can be arranged at a location of your choice and cost £350 per hour + VAT.

Annexe 1

Examination regulations (extract)

Use of dictionaries

If your first language is not English and you wish to have an English language dictionary available at the examination, then you should consult the Examinations Executive on 020 7766 8816 well in advance of the examination date. If your request is approved, you will be supplied with a letter of authorisation which you must show to the Senior Invigilator at your examination centre. If you are given such permission (and please note that this is not automatic), you will be informed if you are expected to bring your own dictionary with you for the examination. If this is the case, the invigilator will inspect it. Candidates should have achieved the equivalent of IELTS at 6.5 in order to be able to attempt this examination paper.

Absence from an examination

If you are absent from an examination without reasonable cause, then this will be considered by the Board of Examiners to be an unsatisfactory performance at an examination sitting and hence you will be deemed to have failed.

The Board of Examiners requires documentary evidence of all cases of absence from examinations where there are extenuating or mitigating circumstances. For example, if illness prevents you from attending an examination, then you must provide a medical certificate to this effect. The Examination Executive must be informed, in writing, as soon as possible and the medical certificate forwarded without delay. Similarly, family bereavements, a failure of the transport services due to industrial action or severe weather conditions, or other special circumstances that result in your being unable to attend an examination, must be substantiated by the submission of documentary evidence.

If the Board of Examiners can establish to its satisfaction that your absence from the examination, or inadequate completion of the examination, was wholly

or in part due to illness, or another cause found to be valid, then you will be deemed to be deferred. If you fail the deferred examination, this latter attempt will be considered to be an assessment as if for the first time.

Extenuating or mitigating circumstances

It is in your interest, and your responsibility, to notify the Professional Standards Department in writing of any information relating to circumstances which might have affected your performance in the examination at the earliest possible time, and at the latest within five working days of the examination. If, with good cause, you are unable to meet this requirement, you may submit a claim in writing for extenuating or mitigating circumstances explaining why your request is late. You should ensure that any circumstances which may have affected your performance are reported to the IoD, regardless of whether you consider you may have passed the examination or not.

In all cases, extenuating or mitigating circumstances must be substantiated by independent documentary evidence, such as a medical certificate, letter from an employer, statement from a member of IoD staff, statement of attendance from a counsellor, etc. Merely discussing problems and difficulties with IoD staff does not constitute a submission of extenuating circumstances.

All statements of extenuating or mitigating circumstances are confidential to the Board of Examiners. In exceptional circumstances, where the extenuating or mitigating circumstances are of a sensitive nature, you should submit the information to the Professional Standards Department at the IoD in a sealed envelope, marked with your name and identified as 'Extenuating Circumstances: Confidential'. This should be within ten days of the examination. The information will then be made available to the Chairman of the Board of Examiners and the External Examiner(s). If they deem it appropriate, a recommendation will be made to the Board as to whether, in their opinion, your performance was affected.

Disability

If you are unable, through disability, to be assessed by the usual method, the IoD will make appropriate special arrangements. It is your responsibility to make a formal request to the Professional Standards Department for special arrangements to be made. The request should include your name, the nature of your disability (supported by documentary evidence), and the arrangements requested. Your request must be submitted as soon as possible and normally no later than ten weeks prior to the date of the first examination for which special arrangements are requested. Where special arrangements have been made for a candidate, the Board of Examiners will not normally consider the circumstances giving rise to the arrangement as grounds for extenuating or mitigating circumstances for poor performance.

Unfair practice

If you are found to have attempted to gain an unfair advantage in an examination, the IoD Board of Examiners has the authority to deem that you have failed part or all of the examination and has the authority to determine whether or not you should be reassessed.

Examples of forms of unfair practice are given below. These are not exhaustive; any attempt to gain an unfair advantage may be considered as an offence and dealt with under these regulations and procedures. Each case will be considered on its own merits and on the basis of the strength of the evidence.

Unfair practice includes:

- Communicating with or seeking assistance from any other candidate during an examination;
- Communicating with any person other than an authorised invigilator or another member of staff during an examination;
- Making use of any written or printed materials in the examination room other than the examination paper and related documents;
- Making use of any electronically stored information in the examination room;

- Gaining access to any unauthorised material relating to an examination during or before the examination;
- Collusion, involving collaboration with another candidate in the completion of your own, or another candidate's work which is submitted as your own, or that other candidate's, unaided work;
- Offering a bribe or inducement to any member of staff of the IoD, or any invigilator, connected with the examination;
- The assumption by one person of the identity of another person with intent to deceive or gain unfair advantage.

If you are suspected of an offence in an examination, the invigilator(s) will annotate your answer sheet at the appropriate place. You will be allowed to continue the examination. At the end of the examination you will be informed that an investigation will be conducted and be given the opportunity to write a statement giving your version of events.

The IoD will convene an Investigation Panel to establish the facts of the alleged offence. The candidate concerned may be interviewed or call witnesses. If the Investigation Panel is satisfied that no offence has taken place, the Board of Examiners shall consider your performance in the usual way, and shall totally disregard the original allegations. If the Investigation Panel is satisfied that an offence has taken place, or if you admit an offence, all cases are referred to the Board of Examiners, which may deem that you have failed part or all of the examination and may determine whether or not you should be reassessed. If so, it will lay down the conditions for such a re-examination.

Your right of appeal

You have the right to request an appeal against a decision of the Board of Examiners. However, disagreement with the judgement per se of the Board of Examiners in assessing your performance in an examination cannot in itself constitute grounds for a request for an appeal. Requests for an appeal against the outcome of the examination will be considered only on the grounds that:

- (i) your performance in the examination was adversely affected by illness or other factors which you were unable or unwilling to divulge before the Board of Examiners reached its decision (supported by medical certificates or other documentary evidence), or
- (ii) there has been a material administrative error or that the examinations were not conducted in accordance with the current regulations.

If you wish to appeal against a decision of the Board of Examiners, then you must submit the request for appeal and the reasons for the appeal to the IoD's Professional Standards Department within 30 days of the formal date of publication of the decision of the Board of Examiners. The External Examiners are responsible for determining if adequate grounds for appeal exist. If the External Examiners consider that no grounds for appeal exist, then the request is rejected and the procedure is terminated at this stage. If the External Examiners consider that grounds for appeal exist, then the case is referred to the Appeals Board for reconsideration. The Appeals Board shall have delegated authority to reach decisions for and on behalf of the IoD Chartered Director Committee. With the exception of the External Examiners, no one associated with the original assessment shall be a member of the Appeals Board. A candidate whose case is under consideration has the right to provide written supporting evidence, to appear before the Appeals Board and to be accompanied or represented (at his or her own expense) by a person of his/her choice.

If the Appeals Board is satisfied that the examination procedure displayed material administrative error, or that the assessments or proceedings of the Board of Examiners were not conducted in accordance with the regulations, or that some other material irregularity has occurred, it shall require the Board of Examiners to reconvene and to reconsider the decision and, if necessary, require the original decision to be annulled.

