



# CICM Professional Standards

## TECHNICAL SPECIALISM

### Consumer Credit Management



This technical area involves the provision of credit to individual consumers and oversight of repayments/solutions to minimise the risk of loss due to the consumer's failure or inability to pay within agreed terms.

It aims to build sustainable customer relationships and optimise cashflow by facilitating credit, collections and recoveries while managing stakeholder relationships, mitigating credit, regulatory and legal risks and ensuring a positive impact on the Profit and Loss Statement. The work includes customer segmentation to understand ability to pay and develop appropriate and fair consumer credit, collections and recovery strategies, enabling proactive contact with the customer to support those facing financial difficulty, build relationships and better payment practices, and resolve queries and disputes.

#### Affiliate

- ▶ You identify funding needs and set up standard credit arrangements and liaise with customers to ensure payment to terms where no payment difficulties have been identified.
- ▶ You communicate with customers to understand their circumstances and resolve any account disputes and customer complaints, using recognised call frameworks to assess affordability and the ability to pay.
- ▶ You follow your procedures to explore customer circumstances to collect monies owed and allocate cash, or agree repayment plans, debt advice and/or breathing space to achieve a fair customer outcome and update account records.

#### Associate

- ▶ You take personal responsibility for managing complex or sensitive key individual consumer issues, such as vulnerability, financial difficulty, or distress.
- ▶ You liaise with other areas of the business to resolve account disputes and customer complaints.
- ▶ You support consistent decision-making based on customer segmentation, ensuring responsible lending and compliance with credit management policies by monitoring and advising colleagues, third party suppliers and the wider business within your remit.

#### Member

- ▶ You have day to day responsibility for ensuring that credit management strategy, policies and procedures are followed and performance targets met by all stakeholders, including third party providers where applicable.
- ▶ You ensure timely and sound credit decisions and facilitate lending, underwriting, collections and recoveries activity.
- ▶ You are responsible for the ongoing monitoring of cashflows, approval of credit limits or delegate authority.

#### Fellow

- ▶ You determine and establish the consumer credit management operating model, strategy, objectives and performance measures to meet business needs.
- ▶ You report to senior managers on consumer credit performance and collaborate with business heads to maximise opportunities and ensure challenges or risks are identified and rectified.
- ▶ You are accountable for all credit management activities, including third party contracts where applicable, to ensure delivery in line with policy, process, quality, regulatory, legal and governance requirements.



### Consumer (or retail) Credit Risk Management



This technical area involves the provision of personal loans to individual consumers and oversight of repayments/solutions to minimise the risk of loss due to the consumer's failure or inability to repay (default) on a consumer credit product.

It aims to optimise cashflow by facilitating lending, collections and recoveries while managing stakeholder relationships, mitigating credit, regulatory and legal risks and ensuring a positive impact on the Profit and Loss Statement.

#### Affiliate

- ▶ You identify funding needs and set up standard credit arrangements.
- ▶ You liaise with customers to ensure payment to terms where no payment difficulties have been identified.
- ▶ You follow credit policies to support the collection of monies owed and take lending decisions through to completion.

#### Associate

- ▶ You take personal responsibility for managing complex or sensitive key individual consumer issues, such as vulnerability, financial difficulty, or distress.
- ▶ As a support service, you liaise with other areas of the business to resolve account disputes and customer complaints.
- ▶ You support consistent decision-making and compliance with credit risk management policies by monitoring and advising colleagues, third party suppliers and the wider business within your remit.

#### Member

- ▶ You have day to day responsibility for ensuring that credit risk management strategy, policies and procedures are followed and performance targets met by all stakeholders, including third party providers.
- ▶ You ensure timely and sound credit decisions and facilitate lending, underwriting, collections and recoveries activity.
- ▶ You are responsible for the ongoing monitoring of cashflows, approval of credit limits or delegate authority,

#### Fellow

- ▶ You determine and establish the credit risk management operating model, strategy, objectives and performance measures to meet business needs.
- ▶ You report to senior managers on credit risk management performance and collaborate with business heads to maximise opportunities and ensure challenges or risks are identified and rectified.
- ▶ You are accountable for all credit risk management activities, including third party contracts, to ensure delivery in line with policy, process, quality, regulatory, legal and governance requirements.



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## TECHNICAL SPECIALISM

### Commercial Credit Risk



This technical area involves knowing your customer, the provision of credit and the management of repayment to minimise the risk of loss due to business failure or inability to repay.

It aims to assess credit risk by analysing financial data, payment performance and other intelligence to promote sales whilst mitigating the risk of non-payment.

#### Affiliate

- ▶ You set up standard credit arrangements and liaise with customers to ensure payment to terms where no payment difficulties have been identified.
- ▶ You resolve any straightforward account disputes and customer complaints.
- ▶ You follow credit policies to support the collection of monies owed.

#### Associate

- ▶ You take personal responsibility for managing complex or sensitive key customer issues to ensure responsive customer service that minimises bad debts and sustains positive relationships.
- ▶ As a support service, you liaise with other areas of the business to resolve account disputes and customer complaints.
- ▶ You support consistent decision-making, practice and compliance with credit management policies, regulatory requirement, and procedures by monitoring and advising colleagues, third party suppliers and the wider business within your remit.

#### Member

- ▶ You have day to day responsibility for ensuring that credit management strategy, policies and procedures are followed and performance targets met by all stakeholders, including third party providers where applicable.
- ▶ You ensure timely and sound credit decisions while ensuring a clear path to payment thereby minimising the risk of failure and increasing the ability to repay bad debts.
- ▶ You are responsible for the ongoing monitoring of cashflows, approval of credit limits or delegate authority, and meeting with internal stakeholders and external third parties to build relationships and discuss opportunities and credit decisioning issues.

#### Fellow

- ▶ You determine and establish the credit risk management operating model, strategy, objectives, and performance measures to meet business needs.
- ▶ You report to senior managers on credit risk management performance and collaborate with business heads to maximise opportunities and ensure challenges or risks are identified and rectified.
- ▶ You are accountable for all credit risk management activities, including third party contracts where applicable, to ensure delivery in line with policy, process, quality, regulatory, legal and governance requirements.



# CICM Professional Standards

## TECHNICAL SPECIALISM

### Trade Credit Management



This technical area involves the setup of credit arrangements with commercial customers and the management of repayment to maximise cash balances, build relationships and manage risks.

It aims to optimise cashflow by facilitating sales and wider business activity while managing stakeholder relationships, mitigating risks, and ensuring a positive impact on the Profit and Loss Statement.

#### Affiliate

- ▶ You set up standard credit arrangements and liaise with customers to ensure payment to terms where no payment difficulties have been identified.
- ▶ You resolve any straightforward account disputes and customer complaints.
- ▶ You follow credit policies to collect monies owed and allocate cash.

#### Associate

- ▶ You take personal responsibility for managing complex or sensitive key customer issues to ensure responsive customer service that minimises bad debts and sustains positive relationships.
- ▶ As a support service, you liaise with other areas of the business to resolve account disputes and customer complaints.
- ▶ You support consistent decision-making, practice and compliance with credit management policies, regulatory requirement, and procedures by monitoring and advising colleagues, third party suppliers and the wider business within your remit.

#### Member

- ▶ You have day to day responsibility for ensuring that credit management strategy, policies and procedures are followed and performance targets met by all stakeholders, including third party providers where applicable.
- ▶ You ensure timely and sound credit decisions while ensuring a clear path to payment and minimising the risk of overdues and bad debts.
- ▶ You are responsible for the ongoing monitoring of cashflows, approval of credit limits or delegate authority, and meeting with internal stakeholders and external third parties to build relationships and discuss opportunities and credit

#### Fellow

- ▶ You determine and establish the credit management operating model, strategy, objectives, and performance measures to meet business needs.
- ▶ You report to senior managers on credit management performance and collaborate with business heads to maximise opportunities and ensure challenges or risks are identified and rectified.
- ▶ You are accountable for all credit management activities, including third party contracts where applicable, to ensure delivery in line with policy, process, quality, regulatory, legal and governance requirements.



# CICM Professional Standards

## TECHNICAL SPECIALISM

### Export Credit Management



This technical area involves the set up and management of international trading arrangements to ensure timely delivery of goods and management of customer, payment, currency, delivery, country, and political risks.

It aims to optimise cashflow by facilitating sales and wider business activity while managing stakeholder relationships, mitigating risks, and ensuring sustainable export markets and a positive impact on the Profit and Loss Statement.

#### Affiliate

- ▶ You understand foreign exchange rates and their impact on customers and support the set-up of standard credit export arrangements.
- ▶ You manage customer accounts in different currencies and liaise with export customers, which may include third party agents and distributors, to ensure payment to terms where no payment difficulties have been identified.
- ▶ You understand export legal responsibilities, where risks pass between parties, and how to administer documentary collection, working within agreed policies and INCOTERMS® guidance, knowing when to escalate issues or queries.

#### Associate

- ▶ You manage end-to-end key customer accounts in a specific country or region and achieve sustainable export markets through careful customer checks, responsive customer service and risk mitigation.
- ▶ You understand key customers' processes and systems and as the main credit interface between commercial teams and customers in the local market, drive dispute resolution.
- ▶ You develop up-to-date organisational knowledge of local markets, including export documentation, and raise awareness of market/ business changes which might impact on performance.

#### Member

- ▶ You lead and coordinate regular customer and market contact with a focus on new and key/strategic accounts in export markets and supporting negotiations.
- ▶ You manage currency risk, anticipate market/ business changes and work with internal and external teams to minimise or mitigate risks and their impact on performance.
- ▶ You are the export documentation subject matter expert and ensure that all stakeholders, including third party providers where applicable, comply with policies and procedures and achieve performance targets.

#### Fellow

- ▶ You determine and establish the global credit management operating model, strategy, objectives and performance measures to meet business needs.
- ▶ You advise on payment, currency, delivery, country and political risks and work with senior managers and business heads to maximise opportunities and ensure challenges or risks are identified and rectified.
- ▶ You are accountable for all export credit management activities, including third party contracts where applicable, to ensure delivery in line with policy, process, quality and governance requirements.



# CICM Professional Standards

## TECHNICAL SPECIALISM

### Cash Collections



This technical area involves the day-to-day support for customers who fail to pay invoices as they become due and the collection of payments.

It aims to build sustainable customer relationships, maximise financial returns and ensures a positive impact on the Profit and Loss Statement. This is achieved by securing payment within agreed contractual terms and minimising losses from unpaid invoices and costs or delays associated with dispute resolution or the recovery of delinquent debt through legal processes. The work requires proactive contact with the customer to support for those facing financial difficulty, build relationships and better payment practices, and resolve queries and disputes.

Affiliate	Associate	Member	Fellow
<ul style="list-style-type: none"><li>▶ You analyse data and communicate with customers to understand their circumstances, using recognised call frameworks to assess affordability and the ability to pay.</li><li>▶ You follow your collections strategy to collect monies owed and allocate cash, or agree sustainable repayment plans, debt advice and/or breathing space and update account records.</li><li>▶ You resolve any straightforward account disputes and customer complaints.</li></ul>	<ul style="list-style-type: none"><li>▶ You are the escalation point for complex or key account issues and give expert support to ensure responsive customer service and a clear path to payment that minimise risks of overdue or bad debts.</li><li>▶ As a support service, you liaise with other areas of the business to resolve account disputes and customer complaints.</li><li>▶ You support consistent decision-making, customer care and compliance with cash collections policies, regulatory requirements and procedures by monitoring and advising colleagues, third party suppliers and the wider business within your remit.</li></ul>	<ul style="list-style-type: none"><li>▶ You have day-to-day responsibility for compliance and ensure that performance targets are met by all stakeholders, including third party providers where applicable.</li><li>▶ You analyse data and utilise insight to develop cash collections policies and procedures that meet strategic goals and monitor their effectiveness and trends, making recommendations for change as required.</li><li>▶ You are responsible for the ongoing monitoring of cash flows and meet with stakeholders to discuss payment issues and repayment plans that minimise risks of overdue or bad debts.</li></ul>	<ul style="list-style-type: none"><li>▶ You determine, establish and review an organisation's cash collection operating model, strategy, objectives, and performance measures to meet business needs.</li><li>▶ You report to senior leaders on cash collections performance and collaborate with stakeholders to ensure challenges or risks are identified and rectified.</li><li>▶ You are accountable for all cash collection activity, including third party contracts where applicable, to ensure delivery in line with policy, process, quality, regulatory, legal and governance requirements.</li></ul>



# CICM Professional Standards

## TECHNICAL SPECIALISM

### Third Party Debt Collection



This technical area involves the collection of delinquent or difficult-to-collect debts on behalf of a creditor in a way which is consistent with the creditor's collections strategy and compliant with legal and regulatory requirements.

It aims to build trusted long-term client relationships and maximise debt collection by excelling in the delivery of a range of third party debt collection services. For example third party contingency debt services, debt buying, tracing absconding customers and the support of legal remedies.

#### Affiliate

- ▶ You communicate with client's debtors to understand their circumstances and use recognised call frameworks to assess affordability and the ability to pay.
- ▶ You agree sustainable repayment plans, debt advice and/or breathing space and update case records.
- ▶ You use knowledge of your clients' products, processes, and policies to respond to queries and disputes.

#### Associate

- ▶ You are the point of escalation for complex debtor issues, such as tracing, giving expert support, including referral to specialist colleagues or agencies.
- ▶ You act as a mediator between the client and debtor and keep clients up to date with case progress, obtaining information necessary for successful collection and effective service.
- ▶ You review management information and ensure compliance with organisation and client debt management policies and performance measures, including service level agreements.

#### Member

- ▶ You meet client expectations with a focus on strategy, best practice and continuous improvement, focusing on new and key/strategic accounts.
- ▶ You analyse data and utilise insight to develop debt management policies and procedures and monitor trends, making recommendations for change as required.
- ▶ You have day-to-day responsibility for compliance and ensure that performance targets are met by all stakeholders, including third party providers where applicable.

#### Fellow

- ▶ You determine and establish the organisation's debt collection operating model, strategy and objectives and monitor business performance.
- ▶ You establish key client relationships and agree debt collection strategies, objectives and performance measures that meet client expectations.
- ▶ You are accountable for all debt collection activity and ensure delivery in line with policy, quality, regulatory, legal, governance and client requirements.





# CICM Professional Standards

## TECHNICAL SPECIALISM

### Debt Recovery



This technical area involves the recovery of debts for an organisation, including any pre-legal action and the recovery of fraudulent debt.

It aims to maximise sustainable, cost-effective recovery, taking into account debtor vulnerability to ensure fair outcomes.

#### Affiliate

- ▶ You communicate with debtors to understand their circumstances and use recognised call frameworks to assess affordability and the ability to pay.
- ▶ You follow procedures to agree sustainable repayment plans, debt advice and/or breathing space, and follow up promises to pay.
- ▶ You manage contact with the debtor and resolve any straightforward account disputes and customer complaints, keeping accurate records of all contact and any responses or payments received.

#### Associate

- ▶ You are the point of escalation for complex debtor issues, such as tracing, giving expert support, including referral to specialist colleagues or agencies.
- ▶ You confirm that debt recovery procedures have been followed and meet organisational and legal requirements, challenging any inaccuracies in customer or debt data.
- ▶ You identify when cases require escalation to other debt recovery specialists and initiate, track and report on recovery action, liaising to resolve issues and ensure process effectiveness.

#### Member

- ▶ You analyse data and utilise insight to ensure that debt recovery strategy, policies and procedures are relevant and up to date, making recommendations for change as required.
- ▶ You have day-to-day responsibility for compliance and ensure that performance targets are met by all stakeholders, including third party providers.
- ▶ You are responsible for the ongoing monitoring of debt recovery and meet with stakeholders and third parties where applicable for tactical discussions to agree debt recovery actions.

#### Fellow

- ▶ You determine and establish the debt recovery strategy for your organisation and report to senior managers and stakeholders on financial recovery.
- ▶ You champion collaborative relationships with debt collection and legal professionals, advancing your own and sector knowledge.
- ▶ You are responsible for debt recovery for your organisation, and ensure delivery in line with policy, process, quality, regulatory, legal and governance requirements.

# CICM Professional Standards

## TECHNICAL SPECIALISM

### Legal Proceedings and Insolvency



This technical area involves the recovery of debt for an organisation through legal processes, after exhaustion of alternative dispute resolution, and using insolvency proceedings for individuals or businesses that are unable to pay bills as they become due.

It aims to maximise financial returns for an organisation while minimising the costs and delays of legal and insolvency proceedings to ensure a positive impact on the Profit and Loss Statement.

#### Affiliate

- ▶ You manage pre-action contact with debtors and keep relevant parties informed about any responses and payments received.
- ▶ You issue a pre-action letter to recover debts, in accordance with legal protocols, having checked that alternative routes to recovery are exhausted and all debt recovery documentation and payment records are up to date.
- ▶ You follow organisational procedures to administer post-judgment enforcement actions.

#### Associate

- ▶ You confirm that debt recovery procedures and timescales have been followed, including that all pre-action contact with the debtor complies with legal and organisational requirements.
- ▶ You identify when a debt recovery case reaches the stage of escalation to legal proceedings and follow procedures to ensure organisational cost-benefit viability tests are met.
- ▶ You keep up to date with court rules and legal process developments and can prepare court documentation to initiate debt recovery or insolvency action, and manage those processes, reporting on progress.

#### Member

- ▶ You analyse data and utilise insight to ensure that legal proceedings and insolvency strategy, policies and procedures are up-to-date and performance targets met by all stakeholders, including third party providers where applicable.
- ▶ For defended debt recovery claims, you meet with stakeholders and third parties for tactical discussions to evaluate routes to judgment and enforcement and initiate and manage insolvency actions against debtors.
- ▶ When insolvency has occurred, you manage post-insolvency processes for the benefit of your organisation, mitigating risks and keeping stakeholders informed.

#### Fellow

- ▶ You determine and establish the legal proceedings and insolvency strategy for your organisation and report to senior managers on financial recovery.
- ▶ You champion collaborative relationships with insolvency practitioners and legal professionals, advancing your own and sector knowledge.
- ▶ You are responsible for legal proceedings, enforcement, and post-insolvency process management for your organisation, and ensure delivery in line with policy, process, quality, regulatory, legal and governance requirements.





### Third Party Debt Recovery and Litigation Services

This technical area involves the collection of delinquent or difficult-to-collect debts on behalf of a client through pre and post legal processes.

It aims to build trusted long-term client relationships and maximise debt collection by excelling in the delivery of debt recovery and litigation services which are consistent with the client's collections strategy and legal and regulatory requirements.

#### Affiliate

- ▶ You act as a facilitator between the client and debtor and manage pre-action contact with client's debtors, keeping relevant parties informed about any responses and payments received.
- ▶ On behalf of your client, you issue a pre-action letter to recover debts, in accordance with legal protocols, having checked that alternative routes to recovery are exhausted and all debt recovery documentation and payment records are up to date.
- ▶ You follow client's instructions and organisational procedures to administer post-judgment receipts and keep clients up to date with case progress.

#### Associate

- ▶ You are the point of escalation for complex debt recovery issues, giving expert support, and review management information to ensure compliance with policies and performance measures, including service level agreements.
- ▶ You identify when cases require escalation to legal proceedings, having confirmed that debt recovery procedures and timescales have been followed, and client cost-benefit viability tests are met.
- ▶ You keep up to date with court rules and legal procedures and prepare court documentation to initiate debt recovery, enforcement or insolvency action, and manage those processes, reporting on progress.

#### Member

- ▶ You analyse data and utilise insight to ensure that debt recovery policies and procedures are up-to-date and performance targets met by all clients, making recommendations for change as required.
- ▶ For defended debt recovery claims, you meet with clients for tactical discussions to evaluate routes to mediation, judgment and enforcement and initiate and manage insolvency actions against debtors.
- ▶ When insolvency has occurred, you manage post-insolvency processes for the benefit of your clients, mitigating risks and keeping clients informed.

#### Fellow

- ▶ You determine and establish the organisation's debt recovery and litigation services operating model, strategy and objectives and monitor business performance.
- ▶ You establish key stakeholder relationships and agree debt recovery and litigation strategies, objectives and performance measures that meet client expectations.
- ▶ You are accountable for all debt recovery activity and ensure delivery in line with policy, quality, regulatory, legal, governance and client requirements.



# CICM Professional Standards

## TECHNICAL SPECIALISM

### Enforcement



This technical area involves the recovery of debt for organisations or individuals who have secured a court judgment after a debtor has failed to pay. It aims to ensure that they have a prompt and efficient mechanism to enforce their judgment, otherwise the creditors themselves could face financial difficulties.

It aims to build sustainable and trusted client relationships which maximise recovery by excelling in the enforcement of any writs or warrants of the court, e.g. County Court judgments or Magistrates' Court fines; liability orders, e.g. Council Tax; or demands for non-payment, e.g. parking fines using the procedure of taking control of the debtor's goods. This is achieved by identification, taking control and if necessary, removal and sale of debtor's goods to pay money owed to creditors. In some cases, enforcement agents may have authority to arrest or conduct evictions and repossess property. Work is carried out by Certificated Enforcement Agents (CEAs) where attendance at a Defendant's property is needed or by internal administrative enforcement teams.

#### Affiliate

- ▶ You carry out enforcement work, as directed by your manager, following office policy and procedures which are based on the Taking Control of Goods Procedure.
- ▶ You have independence in your day-to-day enforcement work, supported by an administrative team, and report in an agreed form on each case.
- ▶ You have a strong incentive to resolve enforcement cases to best advantage by engaging constructively with your judgment debtor as you are paid largely on results.

#### Associate

- ▶ You are the point of escalation for enforcement issues and more complex cases, giving expert support, including referral to specialist colleagues or agencies.
- ▶ You act as a mediator between the client and judgment debtor and keep clients up to date with case progress, obtaining information necessary for successful enforcement and effective service.
- ▶ You review management information and ensure compliance with organisation and client enforcement policies and performance measures, including service level agreements.

#### Member

- ▶ Taking a strategic view of your organisation's work, you liaise and provide required management information to your instructing customers.
- ▶ You have day-to-day responsibility for compliance and analyse data and utilise insight to ensure that performance targets are met by all stakeholders, including third party providers where applicable.
- ▶ You provide overall support and expertise for your teams, identifying problems needing outside support or applications to court.

#### Fellow

- ▶ You establish the organisation's enforcement operating model, strategy and objectives and are accountable for all activity to ensure delivery in line with policy, quality, regulatory, legal, governance and client requirements.
- ▶ You establish key client relationships and agree enforcement strategies, objectives and performance measures that meet client expectations.
- ▶ You involve yourself on a national level with the development of your profession and ensure that your business is fully up to date with current best practice and developments in the law.

