



CICM Professional Standards

The benchmark for Credit Management
and Collections Professionals

CICM | Chartered
Institute
of Credit
Management
[WWW.CICM.COM](http://www.cicm.com)

Mission Statement

The CICM Professional Standards are developed by the Chartered Institute of Credit Management (CICM), the largest recognised professional body in the world for the credit management and debt collection community. They define the unique skills and contribution that credit and collections professionals deliver in protecting and growing business and the economy and are the benchmark for CICM members.

The Institute believes that these Professional Standards are fundamental to achieving recognition for the profession. Formed over 80 years ago, the Institute was granted its Royal Charter in 2015 and represents all areas of the credit and debt management lifecycle. As the trusted leader and expert in its field, CICM provides its members with support, resources, advice and career development as well as a networking and interactive community. CICM awards Ofqual regulated qualifications and delivers apprenticeship support and high quality specialised training. Through the CICMQ quality accreditation scheme and the British Credit Awards, CICM inspires credit professionals and their teams to exceed expectations and achieve excellence in credit and debt management. The CICM Professional Standards not only complement these development opportunities and accolades, they capture the essence of what it means to be a credit and collections professional.

The Professional Standards help demonstrate the enormous variety of roles within credit and debt management at every level, local and global, to attract new employees into the industry and define what skills they need to succeed in an exciting, dynamic and rewarding career.

The Standards similarly act as a showcase for existing professionals – and members of the CICM in particular – to further promote what they do not only within their own organisations, but also within the wider business community. The Standards serve not as a qualification, but rather as an indication of continual professional development and lifelong learning, to benchmark an individual's progress, highlight their skills and help identify active goals and targets as part of a realistic career pathway.

Dr. Debbie Tuckwood, the CICM's Chief Advisor for Professional Development who led the initiative, says the new Professional Standards will help transform how a career in credit and debt management is perceived: "This is all about raising the profile of people who work in credit and debt management, not only building their confidence, but also helping businesses understand what credit and debt collection professionals are all about, and what they can do."



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“There are many out there who have only a very narrow view of a career in credit and debt management, if any understanding at all. Through the Professional Standards we can shift these perceptions, attract more talent into the industry, demonstrate the skills of existing professionals and see how they benchmark against their peers.”

In terms of the detail, the Professional Standards have three key focus areas: business skills, personal skills, behaviours. All are essential to help credit and collections professionals progress, and are mapped against the four levels of CICM membership: Affiliates or Studying Members, Associates, Members, and Fellows. The Standards also provide detail and guidance on a large range of technical areas and specialisms such as enforcement, export credit management, consumer credit risk, cash collections, debt recovery and litigation services.

The Professional Standards have been developed in partnership with several leading bodies and representatives from organisations including the UK Government’s Cabinet Office and Department of Work and Pensions, Imperial College London, Johnson and Johnson, Aggregate Industries, Npower, United Utilities, Adecco, Arvato Financial Solutions and HSBC UK.

Sue Chapple, Chief Executive of the CICM says the new Professional Standards will allow the Institute to celebrate the breadth of skills its members possess: “The CICM Professional Standards are a game changer for the credit and debt management profession generally and for our members specifically,” she says. “They will help businesses better understand the value of employing a CICM member as well as helping those new to the profession, inspiring lifelong learning and helping them build careers in credit and debt management.”

Read on for more about:

- ▶ The range of technical specialisms
- ▶ How to identify your level
- ▶ The unique skills of CICM members
- ▶ How CICM Professional Standards will help you
- ▶ CICM Professional Standards in detail and your next steps



“The CICM Professional Standards help businesses better understand the value of employing a CICM member as well as helping those new to the profession, inspiring lifelong learning and helping them build careers in credit and debt management.”

**Sue Chapple FCICM
Chief Executive of the
CICM**

Technical Specialisms

Credit management and debt management is a dynamic function and given the importance of the occupation to the success and survival of organisations, roles are central to many operations, typically setting policies, facilitating sales, managing financial risk and customer relationships.

The size of teams depends on the nature of the organisation and can vary from a single, experienced credit manager for a business to large teams of over 50 credit controllers and debt collection specialists in organisations such as banks, utilities companies and government departments. Some operations provide third party services for other organisations and specialise in debt collection, debt purchase or other allied services such as debt recovery, litigation or enforcement.

Typically work involves proactive, complex interaction with customers (businesses and/or individuals) who are high risk for reasons such as having multiple debts, consistently reaching credit limits or breaching credit agreements by missing repayments. In addition, there are specialised credit risk, collections, debt recovery and enforcement roles which support the occupation by advising on credit risk and recovering debt.

The diagram opposite summarises key credit management and debt management specialisms. The Professional Standards include an explanation of what each area involves and the key aims and objectives for each CICM membership grade. CICM supports achievement of the Professional Standards with the delivery of specialist training, qualifications, apprenticeship support and other member services.





Professional Standards

The CICM Professional Standards have three key focus areas: business skills, personal skills, and behaviours. All are essential to help credit and debt collection professionals progress and are mapped against the four levels of CICM membership: Affiliates or Studying Members, Associates, Members, and Fellows.

How to identify your level

Use the table below to identify the level of your current role and understand the skills and responsibility of CICM membership levels.

CICM Professional Standards Levels

CICM technical areas and business and personal skills align with these levels and give a steer about CICM expectations. The diagram on page 25 summarises how CICM membership grades relate to roles, qualifications and apprenticeships.

CICM Professional Standards Levels

Affiliate	Associate	Member	Fellow
<ul style="list-style-type: none">▶ Your work is likely to be tactical, following policies and procedures.▶ You complete well-defined and generally routine tasks or address straight-forward problems.▶ You exercise autonomy and judgement to achieve short-term positive outcomes for your manager, customers and colleagues under direction or guidance.'	<ul style="list-style-type: none">▶ Your work is likely to be operational and may involve managing a team, using relevant understanding, methods and skills to complete tasks and address problems that are well-defined but have a measure of complexity.▶ Your understanding of policies and procedures, and awareness of different perspectives and approaches, informs your decision-making and the way you work with and influence your colleagues and customers.▶ You achieve short-term positive outcomes for a growing audience.	<ul style="list-style-type: none">▶ Your work is likely to involve managing activity and/or teams, and you use theoretical and technical understanding, methods and skills to address problems that are well defined but complex and non-routine.▶ You manage policies and procedures and critically question information to make decisions, understanding different perspectives and approaches.▶ You work with and influence a range of stakeholders, achieving medium to long-term positive outcomes for a wide audience.	<ul style="list-style-type: none">▶ Your work will be strategic and involve a high level of complexity.▶ You use your unique insight and evidence-based thinking to influence and steer the direction and outcomes of your organisation or the profession, driving change.▶ You influence stakeholders across the profession and create long-term positive outcomes for many people.

The unique skills of CICM members

CICM members are found in all sectors of the UK and globally in small, medium and large organisations. They bring unique skills to protect cash flow, collect cash and facilitate wider business activity.

Members who excel in their roles display the five key behaviours, business and personal skills captured in the CICM Professional Standards Model.

CICM Professional Standards Model





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Business skills

CICM members are strategic and policy driven, priding themselves in their business and regulatory acumen.

They have a unique insight into their customers or clients and are skilled at financial and data interpretation.

They are innovative and use their personal expertise to influence and achieving value-added change and continuous business improvement

Personal skills

CICM members have a unique combination of communication, relationship-building, problem-solving and decision-making skills.

They are effective at supporting and influencing others in high-risk situations to achieve good stakeholder relationships and positive outcomes.

They have strong team-working and leadership skills and a passion for learning and drive for results.

Behaviours

CICM members stand out by being resolute and resilient. They are ethical and are effective at managing risks and achieving value-added change because they are inquiring and future focused.

‘Sharing my FCICM status gives me instant credibility – it demonstrates that Professional Standards are important to me, my team, my business and my network.’

**Debbie Nolan FCICM
CEO at Arvato Financial
Solutions**



How CICM Professional Standards will help you



'I believe that being a member of the CICM and working for a CICM accredited credit team sets us apart from others in the credit industry. For me, I think it shows that we have a passion and drive to excel and allows both our internal and external customers to have the confidence that we have the skills and knowledge to satisfy their every credit need.'

Lisa Marie Schorah
Studying member.
Credit Specialist.
Weightmans LLP.

The CICM Professional Standards set the bar for credit and debt management professionals. They are a pathway for development and represent the unique skills of our members.

For you, use the Professional Standards to:

- ▶ Showcase your current skillset to employers
- ▶ Benchmark your skills against your peers to identify next steps for your development
- ▶ Develop skills and record your continuing professional development
- ▶ Raise your membership grade and grow your career.

If you have a team, use the Professional Standards to:

- ▶ Create career pathways to attract and retain talent
- ▶ Carry out skills audits to identify and address skills gaps
- ▶ Motivate and professionalise your team with CICM membership and training
- ▶ Identify those ready to progress with CICM qualifications or apprenticeships.

Use the simple, achievable goals in the CICM Professional Standards as the first step to achieving CICMQ quality accreditation or a British Credit Award. Inspire your team to exceed expectations and achieve excellence in credit and debt management.

Your next steps



Use the Professional Standards to benchmark your skills and behaviours and those of your team.

For you

- ▶ Take a look at the CICM Professional Standards Levels on page 4 and check which are detailed next, and check you are registered as a CICM member on the correct grade. If not, apply for a membership upgrade and use the Professional Standards to identify and highlight relevant experience and key skills that you possess.
- ▶ Next log into your CICM membership area and complete a CICM Professional Standards audit to identify your strengths and areas of focus for development.
- ▶ Prepare a personal development plan, looking for ways that CICM membership could help you achieve your CPD plans during the year.
- ▶ Use the Professional Standards to showcase your skills to others.

For your team

- ▶ Take a look at the CICM Professional Standards levels and map your team's roles against CICM membership grades.
- ▶ Use the Professional Standards to recruit and retain talent, rewarding team members with CICM membership.
- ▶ Inspire the team to meet the CICM Professional Standards and strive for credit management or collections excellence. Consider going for CICMQ quality accreditation or a British Credit Award.
- ▶ Link CICM Professional Standards to personal development plans and performance reviews and use the CICM Professional Standards Audit in one-to-ones to identify strengths and areas of focus for development.

If you have a large team, meet with CICM Relationship Managers to explore your requirements and find out how CICM Development Partnerships help you find the best CICM membership, training and qualification solution for you. Email cicmmembership@cicm.com or call 01780 722900.



'The CICM Professional Standards provide a robust framework for credit management professionals at all stages of their career. The Standards are a vital benchmark for self-reflection and help to identify knowledge and skills gaps to assist in continued progression.'

Karen Tuffs FCICM Head of Accreditation at CICM



CICM Professional Standards

Benchmark your behaviours and skills against the following Professional Standards

CICM Professional Standards

BUSINESS SKILLS

CICM Members are strategic and policy driven and stand out for their business and regulatory acumen. They have a unique insight into their customers or clients and are skilled at financial and data interpretation. They are innovative and use their personal expertise to influence and achieve value-added change and continuous business improvement.

The following describes each key business skill and identifies CICM expectations for each membership grade



CICM Professional Standards

BUSINESS SKILLS

BS 1 Strategy and policy

This business skill uses understanding of opportunities and risks to develop a vision, identity and set of objectives for an organisation, and translate these into action with policies and prioritised plans.

Affiliate

- ▶ You know the strategic direction of your organisation and understand your role in delivering key objectives.
- ▶ You follow your departmental policies and procedures in a way which is consistent with the values and culture of your organisation.
- ▶ You are aware of your organisation's immediate environment and draw attention to issues that could increase risks.

Associate

- ▶ You understand your organisation's business strategy and departmental plans and monitor the wider business environment to draw conclusions about the impact of events on your organisation.
- ▶ You understand how an organisation sets a strategy to achieve long-term objectives and share observations about links between ideas and events with senior colleagues to influence priorities and plans.
- ▶ You embrace your organisation's values and help embed these in team culture while ensuring full compliance with policies and procedures.

Member

- ▶ You use insight into best practice and the external environment to inform colleagues about emerging risks and opportunities, influencing change at strategic, tactical and operational levels.
- ▶ You make informed business decisions and develop strategies, policies and prioritised plans which meet requirements and are consistent with organisational strategic goals and risk appetite.
- ▶ You explain clearly how policies and plans relate to the strategic direction of your organisation and ensure that teams are focused on priorities which capitalise on opportunities or mitigate critical risks.

Fellow

- ▶ You focus on future critical areas for your organisation or the profession, to build insight into long-term opportunities and risks.
- ▶ You take the lead in groups which source and share diverse ideas and perspectives about strategies and policies to grow understanding of best practice.
- ▶ You use this unique insight to shape strategies by influencing leaders and engage with stakeholders to build a shared understanding of current and evolving vision, mission, values and strategic objectives.

CICM Professional Standards

BUSINESS SKILLS

BS 2 Business and regulatory acumen

This skill uses awareness and understanding of the business environment to enhance your organisation's position and mitigate adverse effects. The skill requires knowledge of organisational strategic vision, mission and values, policies and procedures, products and services, customer and stakeholder behaviour and risk, and legal and regulatory requirements. The aim for decision-making which aligns with organisational strategy and full compliance with regulations, policies and procedures.

Affiliate

- ▶ You know the value of your organisation's products and services to your customers and your role in delivering these, always following procedures to ensure that your behaviour and decision-making meets organisational expectations.
- ▶ You are sensitive to the impact of the external and internal environment on risks and customer behaviour and escalate to a senior colleague when specialist support or advice is required.
- ▶ You understand how agents, suppliers or partner organisations support your work and any responsibilities you have in relation to these.

Associate

- ▶ You understand your organisation's products and services, how they are delivered and the impact of the external and internal environment on customer behaviour and risk.
- ▶ You apply knowledge of your organisation's products and services, and legal and regulatory requirements to interpret policies correctly and support consistent decision-making, practice and full compliance with policies and procedures.
- ▶ You can manage relationships with agents, suppliers or partner organisations effectively and report on performance against contractual terms.

Member

- ▶ You are agile and effective at capitalising on opportunities and managing risks by evaluating and correctly interpreting the external and internal environment and making sound business decisions which align with strategic objectives.
- ▶ You use understanding of business, law and regulations to monitor continuously the compliance and effectiveness of policies and procedures and adjust practices as the business environment changes.
- ▶ You can establish and manage agents, suppliers or partner organisations to ensure cost-effective delivery against contractual terms.

Fellow

- ▶ You are an agile, thought leader, advising senior managers on how to enhance your organisation's position and mitigate adverse effects by understanding economic conditions, markets and other external factors to anticipate customer behaviour and risk.
- ▶ You keep up to date with the rapidly changing legal and regulatory environment and use your understanding to steer change and ensure organisational compliance.
- ▶ You determine supplier and partner models and advise on contracts, good practice and developments to ensure delivery of best outcomes.



CICM Professional Standards

BUSINESS SKILLS

BS 3 Know your customer/client

This business skill builds knowledge about customers or clients to manage risks and achieve positive outcomes.

Affiliate

- ▶ You can verify the customer's identity and details and identify account irregularities which highlight risks such as vulnerability.
- ▶ You interact with customers to understand their needs and can access different data sources to build an understanding about their ability to pay or creditworthiness.
- ▶ You know up-to-date data is critical to 'knowing the customer/client' and follow procedures to update customer records and highlight to senior colleagues irregularities or risks such as vulnerability.

Associate

- ▶ You use financial and non-financial information to build a detailed and accurate understanding about customer/client risk and needs and know how to highlight high risks such as fraud, vulnerability or supply chain risks.
- ▶ You ensure compliance with your organisation's data control policies and can advise on data protection and privacy matters.
- ▶ You know data management techniques, and can collect data from multiple sources, apply data quality checks, and use a valid approach to analyse and draw conclusions about your customer or client.

Member

- ▶ You understand the link between 'knowing your customer/client' and the success of an organisation, and lead initiatives which build knowledge about customers or clients and their suppliers to achieve positive outcomes.
- ▶ You use your expertise in critiquing and interpreting financial and non-financial information to steer decisions about customer or client risk or ability to pay.
- ▶ You work with stakeholders to ensure organisation wide understanding of data control policies and procedures and monitor compliance.

Fellow

- ▶ You evidence the critical link between 'knowing your customer/client' and the success of an organisation and use your expertise to build insight into your customers, clients, stakeholders and their suppliers.
- ▶ You advise on policies and procedures that meet customer/client expectations, manage risks and ensure the best outcomes.
- ▶ You ensure data control and recommend policies and procedures that deliver maximum insight, achieve objectives and support good data management and regulatory compliance.

CICM Professional Standards

BUSINESS SKILLS

BS 4 Financial and data interpretation

This business skill involves the interpretation of financial and non-financial data to steer decision-making, mitigate risks, capitalise on opportunities, and ensure effective working capital management.

Affiliate

- ▶ You know that effective financial and data interpretation and account management is crucial to organisational success and understand how your work, and that of others, contributes towards working capital management.
- ▶ You accept accountability set objectives for financial and data collection and prioritise and complete work in a proactive, accurate, and timely way.
- ▶ You exercise autonomy and judgement to achieve short-term positive outcomes for your manager, customers and colleagues under direction or guidance.

Associate

- ▶ You complete tasks and address problems that are well-defined but have a measure of complexity.
- ▶ You monitor queries, results and performance to ensure the quality of work and identify early warning signals of issues or problems.
- ▶ You are the escalation point for situations that have a measure of complexity and having reviewed financial and non-financial data, take action to mitigate risks.

Member

- ▶ You grow organisational understanding of the importance of accurate data and professional standards, and ensure policies, processes and procedures result in effective data collection, analysis and interpretation.
- ▶ You deliver successful outcomes based on accurate forecasting, regular monitoring, robust warning systems and contingency measures.
- ▶ You devise accurate data reporting tools for key activities and can present these to a range of audiences in timely, clear and impactful way to inform decision-making, highlighting any opportunities, risks or threats to working capital.

Fellow

- ▶ You champion data-driven decision-making and the importance of professional standards.
- ▶ You use evidenced based thinking to mitigate risks, including losses, and review business activity and its impact on organisational success, including cashflow and profitability to ensure best outcomes.
- ▶ You use your unique insight into financial and data review systems, processes and arrangements to steer organisational direction and advise in critical and high-risk situations.



CICM Professional Standards

BUSINESS SKILLS

BS 5 Innovation and change

This business skill involves using personal expertise to influence and achieve value-added change and continuous business improvement.

Affiliate

- ▶ You know the processes and key metrics related to your role and raise awareness of issues that challenge process compliance.
- ▶ You are aware of process improvement initiatives and understand how change will affect roles and responsibilities.
- ▶ You support the implementation of process improvement activities and provide feedback where required to assist the achievement of positive outcomes.

Associate

- ▶ You operate key processes, ensure process compliance, and review activity to identify potential areas for improvement.
- ▶ You understand the change management process and support the implementation of improvement activities by building understanding of plans, communicating requirements clearly and facilitating the delivery of actions.
- ▶ You effectively manage conflicts related to process improvement activity to maximise acceptance and cooperation.

Member

- ▶ You set up processes that deliver successful outcomes, assess their effectiveness and review their performance measures.
- ▶ You are an agile thinker and strive for continuous improvement, finding opportunities for process synergy and integration and influencing others to identify more efficient processes.
- ▶ You set demanding and realistic targets for improving technology and processes and work with stakeholders to agree efficiency improvements, ensuring changes are resourced and carried out in a systematic and logical way.

Fellow

- ▶ You benchmark internal performance against external indicators to identify best practice and drive technological improvements.
- ▶ You use your expertise to influence and steer continuous improvement and achieve positive outcomes for your organisation or the profession.
- ▶ You are an agile leader and can set up, or restructure as required, a function which has the capability of delivering against strategic objectives.

What other people say

Having the Professional Standards set out is important. It acts as an important tool to benchmark yourself as well as credit teams. The Standards are also something that professionals can refer to, to ensure that they maintain the correct standards set out by the CICM and the different levels of qualifications to benefit themselves and the organisations that have invested in them.

Nicola Hardy MCICM (Grad), Credit Manager Essentra PLC

CICM Professional Standards capture what it means to me to be a professional credit manager. My network of CICM professionals is invaluable for building my expertise and ability to deliver complex business solutions.

Atul Vadher FCICM, Head of Credit and Collections at Gazprom Energy

The Professional Standards are vital in demonstrating the level of expertise and integrity upheld by the Members of the CICM, not only in the UK, but on a global basis.

Charles Mayhew FCICM, CEO of GCR: Global Debt Recovery & Litigation



CICM Professional Standards

PERSONAL SKILLS

CICM Members are strategic and policy driven and stand out for their business and regulatory acumen. They have a unique insight into their customers or clients and are skilled at financial and data interpretation. They are innovative and use their personal expertise to influence and achieve value-added change and continuous business improvement.

The following describes each key business skill and identifies CICM expectations for each membership grade



CICM Professional Standards

PERSONAL SKILLS

PS 1 Communication and relationship-building

This personal skill involves the ability to build strong internal and external relationships and communicate effectively in sensitive, high risk and challenging situations.

Affiliate

- ▶ You communicate effectively by listening actively, identifying non-verbal cues, and can adapt your personal style to suit different circumstances.
- ▶ You are sensitive to the views, values and priorities of others and can build relationships with people from a range of backgrounds by communicating in an open and professional way.
- ▶ Your oral, written, and digital communication is clear, concise, and tailored to the audience.

Associate

- ▶ You understand the big picture by listening and reading non-verbal cues and can communicate difficult messages clearly in a way which retains goodwill.
- ▶ You build trust and effective relationships with customers and colleagues by respectful, open and proactive communication and consistently respond and deliver on commitments in a timely way.
- ▶ You can use verbal, written and digital communications to influence a range of stakeholders by tailoring messages and simplifying complex information, as required, to ensure understanding.

Member

- ▶ You are perceptive and ensure a customer service focussed approach, listening effectively to pick up information that could be overlooked to understand real motivators, emotions, and the total meaning of messages.
- ▶ Using insight from your own personal network and professional community, you develop and implement a communication strategy which builds a collaborative culture across multiple stakeholders and ensures joint accountability.
- ▶ Understanding the culture of the business, you can tailor verbal, written and digital communications in appropriate ways for all levels of the organisation, and present with confidence to senior management.

Fellow

- ▶ You advocate and support the development of a clear communications strategy that promotes strong internal and external relationships, a customer service focussed approach and achieves strategic objectives.
- ▶ You are a confident and effective communicator in sensitive, high risk and challenging situations and have built an extensive personal network with a diverse range of stakeholders.
- ▶ You understand the culture of business and can communicate externally in a way that builds relationships, raises the profile of the profession, and promotes equality, diversity and inclusion.



CICM Professional Standards

PERSONAL SKILLS

PS 2 Problem-solving and decision-making

This personal skill involves the ability to use a range of financial and non-financial data to investigate a case and make objective, well-judged decisions by balancing opportunity and risk against professional values and considering all evidence and options. It includes the ability to use digital and other tools to investigate and explain issues and decision-making effectively.

Affiliate

- ▶ You ask questions to understand problems and use digital and other tools to investigate and record accurately the information you have collected.
- ▶ You can analyse evidence to inform decisions and follow policies and procedures to agree a sustainable way forward.
- ▶ You can identify technical problems when using IT systems or devices and be proactive in reporting issues.

Associate

- ▶ You investigate and use digital and other tools to explore problems that have a measure of complexity and can evaluate objectively financial and non-financial data to understand underlying issues and causes.
- ▶ You appreciate different perspectives and approaches and, having considered all available evidence, summarise investigations succinctly and make well-judged decisions based on the context of a specific situation.
- ▶ You can make timely decisions in an assured way and when challenged, you can justify your own position or decision with confidence.

Member

- ▶ You can lead the investigation of complex and non-routine problems to identify root causes, and keeping an open mind, use digital and other tools to assess critically a range of financial and non-financial data including others' feedback.
- ▶ With internal and external stakeholders, you can develop ideas collectively about a way forward and consistently reach agreement on decisions.
- ▶ You make well-judged, objective decisions by considering all evidence and options, balancing opportunity and risk against professional values and using digital and other tools to explain issues and decision-making effectively.

Fellow

- ▶ You take a proactive, objective and systemic approach in understanding, framing, and raising awareness of emerging organisation and sector issues.
- ▶ You make complex and timely decisions which are in line with strategic objectives and based on a critical evaluation of a range of financial and non-financial data and digital content.
- ▶ You can use digital and other tools to critically evaluate data and visualise in an impactful way proposed business solutions.

CICM Professional Standards

PERSONAL SKILLS

PS 3 Support and influencing

This personal skill involves supporting and influencing others successfully in high-risk situations to achieve good stakeholder relationships and positive outcomes.

Affiliate

- ▶ You listen and relate effectively with people across all cultures and socio-economic backgrounds and use open questioning techniques to understand their position and avoid false assumptions.
- ▶ You use information to support and influence the position of others.
- ▶ You follow policy and procedures to reach agreement about a way forward.

Associate

- ▶ You empathise with the position of others and advise or signpost support, giving honest messages in a respectful way that increases understanding and promotes acceptance.
- ▶ You adapt your approach in the light of new insight or changed circumstances and gain support for priorities and proposals by linking these to the needs and goals of others.
- ▶ You understand the position and bargaining power of others and can influence, support or negotiate in a way which is in line with your organisation's cultural expectations.

Member

- ▶ You take the lead in influencing others by developing a compelling case and gaining support and/or ownership for your plans.
- ▶ With thorough preparation, you provide support and manage negotiations in tough situations with both external and internal stakeholders and achieve consistently positive outcomes.
- ▶ In negotiations, you influence and achieve resolution while maintaining good stakeholder relationships, adjusting your personal position and style quickly if required.

Fellow

- ▶ You network widely, influencing a range of current and future stakeholders.
- ▶ You use your expertise to anticipate and manage challenges and quickly gain trust and respect of other parties to negotiate successfully at senior levels and in high-risk situations.
- ▶ You treat others with respect and can influence, negotiate, and work effectively with people from different cultures or global teams.



CICM Professional Standards

PERSONAL SKILLS

PS 4 Passion for learning and drive for results

This personal skill involves continuing professional development and a drive for exceptional performance.

Affiliate

- ▶ You are self-motivated and manage priorities and time effectively, acting before being reminded.
- ▶ You take ownership of assigned tasks and have pride in your work and profession, striving to complete these to the standard required.
- ▶ You are proactive in developing your professional knowledge and skills and engage enthusiastically in training opportunities, seeking feedback to understand yourself better and grow your expertise.

Associate

- ▶ You ensure your work and goals are aligned to departmental objectives, and through positive behaviour, create a sense of urgency about achieving work objectives.
- ▶ You are aware of strengths and limits to expertise and develop knowledge and skills through professional body membership and investment of time and energy in training and qualifications.
- ▶ You look for opportunities to build experience and apply the insights you gain from this and other learning to raise the quality of work.

Member

- ▶ You strive for exceptional performance and look for new ways to improve outcomes, establishing SMART targets to achieve goals and fostering a culture that assumes accountability and celebrates high performance.
- ▶ You establish career pathways linked to training, qualifications and professional body membership to attract and retain talent, build higher level skills and ensure succession planning.
- ▶ Through a range of methods, you capitalise on professional body membership to nurture your own and others' continuing professional development and build a passion for learning and drive for results.

Fellow

- ▶ You focus on key projects which have a significant impact on the success of an organisation or the profession.
- ▶ You use your unique insight to promote, develop and drive standards, structures or strategies which enhance performance and deliver positive outcomes.
- ▶ Through professional body membership, you visibly role-model your own continuing professional development and are committed to the development of others, sharing your expertise in a way that inspires a learning culture and qualification.

CICM Professional Standards

PERSONAL SKILLS

PS 5 Team-working and leadership

This personal skill involves an ability to inspire others to do their best and collaborate effectively in diverse teams to achieve organisational goals.

Affiliate

- ▶ You interact and cooperate effectively with team or group members, embracing diverse styles and ideas, and contribute in a considered and positive way.
- ▶ You support the achievement of team and business objectives and assist colleagues in the achievement of their goals.
- ▶ You appreciate the contribution and efforts of colleagues and celebrate their achievement.

Associate

- ▶ You guide and motivate teams, identifying and managing their strengths and weaknesses to resolve issues and achieve shared goals in a way that promotes trust, openness, and respect for others.
- ▶ You generate commitment by involving team members in setting objectives and plans in a way that all individuals recognise their contribution to team success and celebrate team/individual achievements.
- ▶ You provide reassurance after setbacks and focus on lessons learned, agreeing ways forward to secure successful future outcomes.

Member

- ▶ You project confidence in agreed strategies and set high expectations for their success, building enthusiasm for plans and recognising and rewarding team and individual success.
- ▶ You protect the wellbeing of your team and harness their collective energy to achieve business goals, adapting your style to accommodate cultural differences and focusing on lessons learned after setbacks.
- ▶ You create opportunities for your team to network internally and externally in a way which shares knowledge, encourages cross-boundary working and resolves conflicts.

Fellow

- ▶ You work collaboratively at a senior level to create a culture that promotes cooperation and integration across your business or the profession to meet strategic priorities.
- ▶ You encourage diversity to maximise organisational strength and create an inclusive culture that celebrates achievements and inspires people to do their best because they feel valued.
- ▶ You remove barriers and secure resources to support geographically dispersed or cross-functional teams, harnessing the skills and expertise of all team members.





CICM Professional Standards

BEHAVIOURS

B1 & 2 Inquiring and future focused

Positive indicators

- You are risk aware, objective and open-minded, thinking ahead to anticipate, mitigate and manage risks, and explore situations to grow your understanding and get to the bottom of issues.
- You are future focused, question the status quo and are inquisitive about improvement ideas, seeking inspiration from others to achieve strong customer focussed outcomes and a growth mindset and culture.
- You are interested in finding viable developments and better risk mitigation methods and are quick to support others and identify risks, trends and opportunities.

Negative indicators

- You have a narrow, blinkered view and take information at face value, therefore failing to spot issues early or the need for urgent intervention.
- You are set in your ways and defend the status quo, resisting change or new ideas.
- You rely on personal views and experience rather than looking further for explanations and solutions.

B3 Resolute

Positive indicators

- You are objective, resolute and take responsibility for achieving goals and objectives and accept accountability for your decision-making.
- You are willing to try something new and succeed by being courageous in admitting mistakes, addressing these, and celebrating successes and lessons learned.
- You are comfortable with change and can take tough decisions and deliver difficult messages confidently, standing up for ethical standards, organisational values and plans.

Negative indicators

- You lack discipline and accept 'no' as an answer too quickly, changing messages when challenged, and fail to defend your organisation's position and values or substantiate your views.
- You procrastinate or are hostile to new developments because you fear that change would threaten your position or alter your work.
- You are over-ambitious and fail to deliver on promises by taking on too much or setting unrealistic goals.



CICM Professional Standards

BEHAVIOURS

B4 Resilient

Positive indicators

- You understand yourself and know when to seek support after stressful situations, focusing on positives and lessons learned, and communicating in a constructive and encouraging way to support the wellbeing of others.
- You are calm and react pragmatically and logically in challenging situations, showing empathy and striving to put issues and problems into perspective.
- You think flexibly and are confident in refocusing effort and priorities, demonstrating determination, organisational skills and ingenuity to achieve goals in challenging circumstances.

Negative indicators

- You find difficulty in understanding others' perspectives or viewing setbacks from a broader perspective which results in illogical conclusions which makes it hard to recover from stressful situations.
- You avoid raising issues or holding frank and open conversations about challenging situations and fear seeking support where required.
- You procrastinate and fail to respond flexibly to rapidly evolving situations due to a preference for routine, and block change or disengage rather than collaborating to find solutions.

B5 Ethical

Positive indicators

- You adhere to organisational and sector codes of conduct, including the CICM Code of Professional Conduct, and strive to improve your organisation's social and environmental impact, raising concerns about practices and policies which are not consistent with your organisational values or legislation.
- You fulfil your responsibilities to the highest professional and ethical standards and look for sustainable solutions, avoiding exposing your organisation to risk by taking unplanned shortcuts.
- You treat others with respect and are honest, impartial and transparent in decision-making and communication, promising only what can be realistically delivered.

Negative indicators

- You allow personal interests, prejudice or bias to influence judgments and fail to raise conflicts of interests or concerns about policies or practices.
- You take unacceptable risks and hide or fail to recognise errors of judgment and mistakes, blaming others for unsuccessful outcomes.
- You act dishonestly by being misleading in your communication, covering up mistakes or failing to recognise areas for personal development.

Link between CICM membership grades, roles, qualifications and apprenticeships



CICM	Role level	Qualifications	Apprenticeships
FCICM	Fellow Level Credit Management and Collections Lead, Consultant, Director, Executive	Post Graduate, e.g. Masters degrees in business administration, finance, law, teaching	Apprenticeships
MCICM	Member Level Manager	CICM Level 5 Diploma in Credit and Collections MCICM(Grad)	Level 6 Chartered Manager Degree Apprenticeship Level 6 Senior Compliance and Risk Specialist Apprenticeship
ACICM	Associate Level Team Leader, Advanced Credit Controller, Debt Collection Specialist and Enforcement Agent	CICM Level 3 Diploma in Credit and Collections CICM Level 4 Diploma in High Court Enforcement	Level 3 Advanced Credit Controller/Debt Collection Specialist Apprenticeship Level 3 Compliance and Risk Officer Apprenticeship
AFFILIATE	Affiliate Level Credit Controller, Collector, Enforcement Agent	CICM Level 2 Certificate or Diploma in Credit and Collection CICM Level 3 Award in Advanced Enforcement CICM Level 2 Award in Taking Control of Goods	Level 2 Credit Controller/Collector Apprenticeship



Technical Specialisms

The following outlines the main technical roles of CICM members, highlighting their significant contribution to organisations. Each section explains the scope of roles and key aims and objectives for each CICM membership grade.

Credit Management and Debt Management Specialisms



CICM Professional Standards

TECHNICAL SPECIALISM

The following outlines the main technical roles of CICM members, highlighting their significant contribution to organisations.

Each section explains the scope of roles and key aims and objectives for each CICM membership grade



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	Associate	Member	Fellow
<ul style="list-style-type: none"> ▶ 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. 	<ul style="list-style-type: none"> ▶ 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. 	<ul style="list-style-type: none"> ▶ 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. 	<ul style="list-style-type: none"> ▶ 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.



CICM Professional Standards

TECHNICAL SPECIALISM

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.

CICM Professional Standards

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

- ▶ You analyse data and communicate with customers to understand their circumstances, using recognised call frameworks to assess affordability and the ability to pay.
- ▶ 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.
- ▶ You resolve any straightforward account disputes and customer complaints.

Associate

- ▶ 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.
- ▶ As a support service, you liaise with other areas of the business to resolve account disputes and customer complaints.
- ▶ 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.

Member

- ▶ You have day-to-day responsibility for compliance and ensure that performance targets are met by all stakeholders, including third party providers where applicable.
- ▶ 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.
- ▶ 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.

Fellow

- ▶ You determine, establish and review an organisation's cash collection operating model, strategy, objectives, and performance measures to meet business needs.
- ▶ You report to senior leaders on cash collections performance and collaborate with stakeholders to ensure challenges or risks are identified and rectified.
- ▶ 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.

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.



CICM Professional Standards

TECHNICAL SPECIALISM

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.



CICM Professional Standards

Contributors

CICM would like to thank representatives from the following organisations who have contributed to the development of CICM Professional Standards:

Addleshaw Goddard LLP
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Arvato Financial Solutions Ltd
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Johnson and Johnson
Just
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Lonza
Marston Holdings
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Moneyline UK
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Reach plc
RS Components
Saint Gobain
Sanders Consulting Associates Ltd
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South West Water
T L Dallas Group
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UK Cabinet Office
United Utilities
Verizon
VTK Investigations Limited
Weightmans LLP
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Wilson & Roe High Court Enforcement

CICM Professional Standards

The benchmark for Credit Management
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