



Welcome

Master the art of **credit management**
and boost your personal success with
our **high quality training**



Chartered
Institute
of Credit
Management

[WWW.CICM.COM](http://www.cicm.com)

High quality training for credit management and collections

What to expect

Achieve the practical skills and necessary tools to use in your workplace and the ever-changing industry. A highly qualified Trainer, with an array of credit management experience, will grant you the knowledge, to improve results, and give you and your teams greater confidence to succeed in the Credit Management profession.

Get trained with your professional body and the only Chartered organisation that delivers Credit Management training.



Tailored to your teams



CICM On-Demand
Training

Our **On-Demand training** can be viewed anytime, anywhere with our downloadable training videos.



CICM Online
Training

Our **Online training** will be for those who want a **live, interactive experience** with a training group but find it easy to learn from the space of their office or home.



CICM Face-to-Face
Training

Face to Face training, where you can mingle and learn together in the same room as your colleagues and peers.



Cover the credit **lifecycle**

CICM has a wide range of training options to meet the needs of your Credit and Collections' team.

- ▶ Order to Cash Credit and Collections
- ▶ Vetting and Onboarding
- ▶ Risk Management
- ▶ Ledger Maintenance
- ▶ Stakeholder Relationship
- ▶ Business Skills for Teams and Managers
- ▶ Collections
- ▶ Recoveries
- ▶ Legal & Insolvency





68% of employees said that training and development is the most important workplace policy, and 69% of employees said that professional development helps them perform better at work.



Conducted in a survey by HR Magazine

On-Demand

Don't delay with this CICM Training option.

Get a short, effective and immediate training session delivered to your inbox.

Conversational tools for vulnerability

Do you know about the five communication tools, designed to assist your conversations with clients and customers in vulnerable circumstances? Let this training show you what they can do and how you can apply their use in your work environment.

Emergency Guide to Credit

What to expect:

Whether you are new to credit, stepping in to fill a gap or want to gain greater insight into the purpose, functions and impact of credit, this whistle-stop tour of the credit lifecycle is for you.

Foundations of Cash Collections

You can only build effective collections skills if you have a firm foundation on which to base them. This on-demand online bitesize training uncovers the four cornerstones of cash collections and shows you how to use them to strengthen your collections skillset.



continued...

Influencing, assertiveness and negotiation

Build the skills and confidence you need to influence and negotiate assertively. Unlock the path to influence, embrace your inner champion and communicate confidently using the collaborative approach.

Managing priorities

Master triage, separate your important from your urgent and apply your pareto rule. This training will help you manage your priorities by looking at these 3 proven approaches to prioritisation.

Time management

Avoid burnout and reap the benefits of improved time management. This training will help you identify your time barriers and apply tested techniques that boost productivity

Understanding Crown preference

Crown preference has an impact on the risk, onboarding, customer relationship management, collections and recoveries areas of credit. This on-demand training session explains what Crown Preference is, how it affects you as a credit professional and what you can do to reduce the risk it may create.

Short, effective & immediate

Business Comms 101

This online training session covers the fundamentals of good business communications. Using Shannon and Weaver's renowned model of communication, it guides you through the opportunities and pitfalls that occur at each stage of the model. You will come away with the confidence and skills needed to maximise the success of each telephone call, email, SMS and meeting.

Harness your leadership style

Chances are, whether you're in a leadership role or not, you are still a leader. Find out what this means, what your natural leadership style is, and how you can be the best leader, in this hands-on training session.

Know Your Customer – profiling that works

Know Your Customer is useful in the consumer, domestic trade and export markets. Gain insight into the concept and adoption of 'Know Your Customer' principles. Address each of the main profiling topics and gain tips on how to use and build the profile with each customer connection.

Set targets that work

Learn how to translate the targets of your organisation into workable objectives for you, and how to convert them into tangible targets for the team.

Self-guided reflection for CPD

Want to take control of your own CPD? Use this on-demand training to build your own CPD pathway and plan of action. The session can help you assess your current skills position using a recognised reflective model of development. You will be given the tools you need to identify gaps and opportunities, and tangible methods that allow you to convert ideas into reality.



Companies that take on training programs enjoy a 24% higher profit margin than those who spend less on training.

Association for talent development (ATD)



Vetting and Onboarding

Credit Bootcamp: O2C cardio workout

A must-attend training session for everyone who wants to make sure they are credit-fit. This interactive programme puts you through your paces with dynamic workouts that flush out poor performing functionalities and strengthen focus on areas of maximum output. You can select a training session that covers the full order to cash cycle, or you can tailor your training to cover the O2C area you want to focus on. Whatever you choose, this bootcamp will have you fit and ready for action.

The Killer Credit Policy workshop

Is your credit policy outdated or out of touch? Does it protect against today's risk and maximise opportunity? Get involved in this hands-on training workshop and walk away with the tools to make your credit policy fit for today's credit world.

Getting started in credit

Let this training session build your skills so that you cover the credit basics in the best way. From new account onboarding and credit checking, through to sales order processing, account management and collections, this workshop will show you the best practice approach to the job. And when you have queries or cash flow challenges, your experienced Trainer will give you the tools needed to handle it successfully.



continued...

Practical Credit Vetting and Decisioning (2 parts)

An in-depth and interactive two-part training session that helps you understand credit risk and apply the principles of assessment in a practical setting. Working as a team, you will be guided to develop your own assessment tool which you can use to recommend the risk level of a customer within the requirements of your own organisation.

Introduction to Credit Risk Assessment

Bad debts hurt businesses. Reduce this risk by learning how to assess and manage credit risk using customer identification, credit applications, credit reference agencies, credit limits and monitoring processes. You will develop the skills needed to take reasonable and measured risks that maximise your organisation's income without over exposure to bad debt risk.

Using Financial Accounts in Risk Assessment (3 part)

This three-part course cuts through the accounting language and ratios to give you a clear understanding of their relevance to credit risk. You will acquire practical skills to read and interpret financial accounts and use them to accurately assess credit risk.

Best Practice Skills to assess Credit Risk

Secure the knowledge, tools and techniques you need to identify risk, assess your customers, and recommend the appropriate risk controls. By working through the stages of credit risk assessment and using the financial and non-financial information available to you, you will build a best practice approach to better risk assessment.

Risk Management

Introduction to Credit Risk Assessment

Bad debts hurt businesses. Reduce this risk by learning how to assess and manage credit risk using customer identification, credit applications, credit reference agencies, credit limits and monitoring processes. You will develop the skills needed to take reasonable and measured risks that maximise your organisation's income without over exposure to bad debt risk.

The Killer Credit Policy workshop

Is your credit policy outdated or out of touch? Does it protect against today's risk and maximise opportunity? Get involved in this hands-on training workshop and walk away with the tools to make your credit policy fit for today's credit world.

Export Contracting and Compliance: Incoterms®

Gain practical ways to conduct successful export contracting, by considering Incoterms® 2020, the international standard for contracting. You will access professional, up-to-date information aligned to global best practice in an approved training session, run by an accredited and authorised ICC Incoterms® 2020 Trainer.



Risk Management

continued...

Payment Securities

Are you confident with the range of securities you could use to protect your credit transactions? Do you understand the rules governing them? And would you know what to do when a security requires activating? This training guides you through the choices, the benefits, the pitfalls and the presentations. You will come away with a toolkit that allows you to select, create, register and realise payment securities.

Letters of Credit


In a globalised world, export provides a vastly expanded marketplace and better spread of risk. International payment systems such as the Letter of Credit allow safe trading provided the rules, processes and responsibilities are fully understood and applied. Avoid inaccurate information, by choosing this training for professionally delivered, up to date information that aligns with international best practice.

Export Payments

Export success requires a sound understanding of the procedures involved, together with robust export credit control and mitigation of risk. This training session provides everything you need to succeed in the international credit arena.

Best Practice Skills to assess Credit Risk

Secure the knowledge, tools and techniques you need to identify risk, assess your customers, and recommend the appropriate risk controls. By working through the stages of credit risk assessment and using the financial and non-financial information available to you, you will build a best practice approach to better risk assessment.



70% of respondents indicated that job-related training and development opportunities influenced their decision to stay at their job.

Gitnux's 2024 employee training statistics:

Ledger Maintenance

A bootcamp focus on core activity error and detox

This bootcamp-style training session puts delegates through their paces with dynamic workouts that flush out poor performing functionalities and strengthen focus on areas of maximum output. Choose this training if you want to optimise your performance and get the best return on your invested activities.

Receipting and Invoicing

Learn the value of invoice design and the impact this has on cashflow for an organisation. Build an awareness of the need for accurate marking and reconciliation of invoices that have been paid, and the importance of prompt investigation of discrepancies.



Stakeholder Relationships

Effective communication in your role

This interactive training session gives you the knowledge, tools and techniques needed to communicate well in today's modern credit world. By using well regarded approaches to communication, and placing them in a credit setting, you will be able to make real and practical changes to your own communications. Whether it's choosing the right communication tool, negotiating a repayment plan with a customer or resolving a disputed term, this training will help you tackle each situation in a sensitive and professional way.

Strengthen the credit-sales relationship

The credit-sales relationship can be a challenging one, but one that should not be ignored. When credit-sales teams work well together, it creates positive outcomes across both departments and throughout the organisation. It makes sense, then, to take time to strengthen that relationship. Whether you have an existing alliance that you want to build, or you have challenges you need to resolve, this training will give you the tools you need to make the best of this unique working collaboration.

A bootcamp focus on customer centric fitness

This bootcamp-style training session shows you how to strengthen customer focus and develop customer-centricity from the inside, out. You will be put through your paces with dynamic workouts that strip work processes down to core customer needs and rebuilds them. If you want more than a tick-box exercise in customer care, this training session is for you.

continued...

Verbal communication to secure repayment

Rediscover the power of conversation by building your verbal skills in this interactive training session. With a focus on empathetic listening, you will find new ways to secure meaningful agreements with your customers and clients.

Written communication that works

When you put it in writing, you need to get it right. From the importance of those first lines, through to the plain English approach to emails, letters, and texts, this workshop will give you best practice dos and don'ts to written communication.

Identify and support vulnerable customers

Vulnerability can affect anyone at any time. And a modern credit professional needs to be ready to handle it. Know how to identify and act on vulnerable situations and support those in vulnerable circumstances in real and practical ways. This training provides a must-have tool for every credit toolkit.

Successful negotiation

Be part of the negotiation revolution! Replace outdated negotiation techniques with modern, best practice approaches by joining this interactive training session. With focus on stakeholder relationships and collaborative outcomes, this workshop will make sure your negotiation is truly successful.



Business Skills for teams and managers

Reflect and develop

A trainer-guided interactive session that follows the principles of CICM's self-guided reflection for CPD on-demand workshop. A recognised reflective model of development is used to help you assess your current skills position and identify gaps and opportunities. More than this, it gives tangible methods that allow you to put ideas into action and make them work. You will leave the session with a clear understanding of your CPD pathway and the tools and plans to carry them out.

Developing a positive working environment

A positive, professional working environment creates a harmonious culture, more engagement and reduced HR issues. Do you have a working environment that could benefit from such a refresher? Or would you like to learn more about how to develop a culture of expected behaviours? If so, then this session will be useful for you.

Judgement and decision making

As you progress in your credit and collections work, you may find yourself faced with more complex decisions. If you or your team members are struggling with decision-making or are turning to others too often for confirmation before taking the action, then this workshop will be helpful to you.

continued...

Listening skills

Listening is a key skill within Credit, Collections and Debt Advice. Many individuals and organisations find themselves in financial difficulty or some form of vulnerability. Listening is vital to understand the situation and provide support. This workshop will develop existing aural skills and add new ideas that help improve listening, build better rapport with customers and create better outcomes.

Negotiation skills

Chances are, you already have a degree of negotiation skill. This interactive training workshop will help you build on those foundations by revisiting how you negotiate. As you build confidence and self-belief, you will assess core skills, and practise how you can improve them using key industry-focused scenarios.

Objection handling

When credit customers find themselves in difficult financial situations, this stressful environment can bring out uncharacteristic behaviours, including the raising of objections to payment. This useful training session will help you handle these more challenging customers, and, in turn, gain a much-improved end result.

Create an Effective Team

This training session empowers line managers to develop a group of individuals into a positive, collaborative, and high performing team. Using theory and practical interactivity, the workshop concentrates on the dynamics of effective teams and the role that preferences play in its success.

How to Deliver Fair Customer Outcomes

Using FCA's 'treating customers fairly' framework and Consumer Duty outcomes, you will consider the six principles of fairness and link them to their application in credit and collections environments. If you work in the highly regulated world of consumer credit and collections, you do not want to miss this.

Companies that offer comprehensive training programs have 218% higher income per employee than companies without formalised training.

Association for Talent Development

continued...

Develop highly effective habits

Challenge the 'norm' and think outside of your everyday working environment. This interactive workshop uses Covey's acclaimed 'Seven Habits' principles as a framework to support individuals and teams to get the best out of themselves and others.

Team Building

Forget your run-of-the-mill training sessions. If you want highly interactive sessions that get people on their feet and engaging in problem solving, then this is the training you need. Your energetic trainer will take you through the theory and practice of team work, communication and problem solving and give you plenty of take aways to apply in your work.

Time Tamer

Time can be an unwieldy beast but CICM has the tools you need to tame it. Overcome procrastination, master prioritisation and find focus for efficiency by learning how to apply well-regarded techniques that really work

Presentation skills

This session offers advanced techniques that build on the skills of existing confident presenters. Whether you need to prepare and present the perfect business pitch or need to make others listen and believe in you, you are guaranteed to improve your outputs with this training.

Managing people and business projects

Build winning teams and drive empowered project management with this specialised training. Using an assertive management approach, it covers the effects of unconscious bias, commercial culture, engagement, mentoring and motivation.

Collections



Collect that Cash!

A lively, interactive training session that delivers a boost to collectors, new and old. It will give you the knowledge, tools and techniques needed to collect your customer's payments. It teaches effective methods of collections and offers techniques proven to boost productivity. By facing common obstacles and finding effective responses, the session will reduce slow moving queries and boost cashflow.

Best Practice approach to Collections

In this training session, you will break down each stage of the collections process. Your experienced Trainer will help you apply tried and tested techniques to each stage, building the tools and confidence to succeed in your collection work.

Advanced skills in Collections

This highly engaging, active training workshop places emphasis on practical application of theory in a workplace setting. You will learn how to use advanced techniques in a credit and collections role and build confidence and express results by practising these new skills in a safe and positive environment.

Advanced collections in a social care setting (2 parts)

With emphasis on practical application of theory in an adult social care sector setting, this highly engaging, active two-part training session develops your collections skills. You will practice your skills by using advanced techniques in a productive yet sensitive way, to aid both the vulnerable customer and your organisation.

International Cash Collections

This training uncovers the challenges of cross-border collections and presents workable solutions to overcome them. By facing common export collection obstacles and finding effective solutions, you will be able to reduce slow moving queries and boost cashflow.

continued...

Dynamic Debt Collections

Realistic case studies are used to help debt collectors and recovery agents transfer textbook skills into practical action. This highly engaging, active training session allows you to work collaboratively to assess each case, apply appropriate collections techniques, and practice your skills in a safe environment. By using a variety of credit and debt collection settings, you will learn how to find dynamic, workable solutions to the challenges facing today's collections and recoveries professionals.

Successful negotiation

Be part of the negotiation revolution! Replace outdated negotiation techniques with modern, best practice approaches by joining this interactive training session. With focus on stakeholder relationships and collaborative outcomes, this workshop will make sure your negotiation is truly successful.

Export Payments & Letters of Credit (2 parts)

Collecting export payments using instruments such as the Letter of Credit allow safe trading. But only if the rules, processes and responsibilities are fully understood and applied. Avoid inaccurate information by choosing this training for professionally delivered, up to date information that aligns with international best practice.

Written communication that works

When you put it in writing, you need to get it right. From the importance of those first lines, through to the Plain English approach to emails, letters, and texts, this workshop will give you best practice do's and don'ts to written communication.

Verbal communication to secure repayment

Rediscover the power of conversation by building your verbal skills in this interactive training session. With focus on empathetic listening, you will find new ways to secure meaningful agreements with your customers and clients.

Recoveries

Legal recoveries

Debt recovery through the courts does not have to be a daunting prospect. In this highly informative training, an experienced legal professional will guide you through what you need to do to navigate the court system and its rules. With strong emphasis on real life situations in the context of a creditor, you will be able to immediately apply what you learn and maximise your opportunities for recovery.

Tracing the gone-away

A significant amount of debt is written off because of gone-away customers. In this training session, an expert in the field of tracing, will guide you through what you can do when your consumer customers or clients disappear. If you want to do more about your bounced emails, returned letters and discontinued numbers, this is the training for you.

Field work in recoveries

Field visits require expertise, and our training will provide this for you. This suite of training sessions covers everything from the practicalities of body worn video cameras and service of documents, through to the avoidance of conflict and risk. If you work in the field, this training is a must for you.

Verbal communication to secure repayment

Rediscover the power of conversation by building your verbal skills in this interactive training session. With a focus on empathetic listening, you will find new ways to secure meaningful agreements with your customers and clients, even at the recoveries stage of your communications.

Legal & Insolvency



Creditors' guide to insolvency

This training session offers you a unique opportunity to access the knowledge and experience of a registered Insolvency Practitioner. Using creditor-familiar settings and language, they will guide you through the different types of insolvency, and the rules and processes surrounding them. They will help you to better manage the insolvency process and maximise your returns. They will also consider why insolvency occurs and how to recognise the signs of insolvency risk.

Legal recoveries

Debt recovery through the courts does not have to be a daunting prospect. In this highly informative training, an experienced legal professional will guide you through what you need to do to navigate the court system and its rules. With strong emphasis on real life situations in the context of a creditor, you will be able to immediately apply what you learn and maximise your opportunities for recovery.

Credit Bootcamp: debt assault course

This programme puts delegates through the paces with dynamic workouts across the CICM debt assault course. It shows you how to prepare for each obstacle, attack it effectively and master it fully. This bootcamp will have you fit and ready for anything the modern recoveries world throws at you.

Verbal communication to secure repayment

Rediscover the power of conversation by building your verbal skills in this interactive training session. With a focus on empathetic listening, you will find new ways to secure meaningful agreements with your customers and clients, even at the recoveries stage of your communications.

Most popular training:



- Effective Communication in the Credit Role
- Collect that Cash
- Best Practice Skills to Assess Credit Risk
- Advanced Skills in Collections
- Credit Bootcamp





The benchmark for Credit Management and Collections Professionals


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CICM Professional Qualifications



SYLLABUS FOR LEVEL 5 ADVANCED DIPLOMA IN CREDIT AND COLLECTIONS MANAGEMENT

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CICM Graduate Programme MCICM(Grad)

For essential management skills and knowledge

The Level 5 Diploma in Credit & Collections Management is the Chartered Institute of Credit Management's Graduate Programme and provides essential knowledge and skills for the credit manager covering business strategy, advanced credit risk management, process improvement, strategic communications, leadership and legal proceedings and insolvency. Qualification demonstrates a high level of knowledge and expertise in credit management and the ability to maximise the efficiency of the credit function. The qualification establishes the level of competency required for roles such as credit managers, credit risk managers, risk control and compliance managers, credit and legal services managers.

Awarded by the largest recognised professional body for the credit management community in the world, the CICM Level 5 Diploma in Credit & Collections Management is internationally recognised and regulated by the Office of Qualifications and Examination Regulations (Ofqual).

Additionally the Level 5 Diploma gives eligibility to Graduate Membership of the Chartered Institute of Credit Management and to the professional letters MCICM(Grad) for those who have achieved, in addition, either a CICM Level 3 Diploma or professional membership (MCICM) or fellowship (FCICM) through the membership experience assessment route.

Structure

The Level 5 Diploma in Credit and Collections Management is made up of six optional units, of which a learner will need to complete **four units** for the qualification award:

- Strategic planning
- Advanced credit risk management
- Compliance with legal, regulatory, ethical and social requirements
- Process improvement
- Strategic communication and leadership
- Legal proceedings and insolvency.

See page 12 onwards for unit learning outcomes, assessment criteria and indicative content.

Learning hours

CICM currently recommends a total qualification time of 404 learning hours for this qualification. Learners generally take two years to complete the qualifications (4 months per unit). All units have a value of 16 for guided learning hours value and a total qualification time of 101.

Current Level 5 Diploma units

Advanced credit risk management	L/507/4136	TQT 101
Compliance with legal, regulatory, ethical and social Requirements	K/507/4144	TQT 101
Legal proceedings & insolvency	L/507/4167	TQT 101
Process improvement	T/507/4146	TQT 101
Strategic communication & leadership	J/507/4152	TQT 101
Strategic planning	L/507/4153	TQT 101
Level 5 Diploma in Credit & Collections Management		TQT 404

Qualification aims

The Level 5 Diploma in Credit & Collections Management aims to provide essential knowledge and skills for a credit manager or aspiring credit manager, covering strategic planning, advanced credit risk management, compliance, process improvement, strategic communications and leadership and legal proceedings and insolvency.

The qualification aims to establish the level of competency required for roles such as credit manager, credit risk manager, collections manager, risk control and compliance manager.

Ofqual Level 5 level descriptors

The following summarises the level of achievement required to pass the qualification:

Knowledge and understanding	<ul style="list-style-type: none"> • Use practical, theoretical or technological understanding to find ways forward in broadly-defined, complex contexts. • Analyse, interpret and evaluate relevant information, concepts and ideas. • Be aware of the nature and scope of the area of study or work.
Application and action	<ul style="list-style-type: none"> • Address broadly-defined complex problems. • Determine, adapt and use appropriate methods and skills. • Use relevant research or development to inform actions. • Evaluate actions, methods and results.
Autonomy and accountability	<ul style="list-style-type: none"> • Take responsibility for planning and developing courses of action, including, where relevant, responsibility for the work of others. • Exercise autonomy and judgement within broad parameters.
Summary Level 5	<p>Achievement at Level 5 reflects the ability to identify and use theoretical and technical understanding, methods and skills to address problems that are well defined but complex and non-routine. It includes taking responsibility for overall courses of action as well as exercising autonomy and judgement within fairly broad parameters. It also reflects understanding of different perspectives or approaches within an area of study or work.</p>

Qualification learning outcomes

Knowledge and understanding

On completion of the qualification, learners will have demonstrated:

- knowledge and critical understanding of the well-established credit management principles, in particular in relation to credit risk management, legal proceedings and insolvency, compliance, strategic planning, process improvement, communications and leadership.
- knowledge about main methods of enquiry and be able to evaluate critically the appropriateness of different approaches to solving credit management related problems.
- an understanding of the limits of their knowledge, and how this influences analysis and interpretation.

Intellectual skills

On completion of the qualification, learners will be able to:

- use a range of established techniques to initiate and undertake critical analysis of information, in order to propose solutions to credit management related problems.
- apply underlying concepts and principles related to credit management to the workplace context.
- deploy key credit management techniques effectively.
- communicate information, arguments and analysis effectively in a variety of forms to specialist and non-specialist audiences.

Transferable skills and personal skills

On completion of the qualification, learners will have:

- demonstrated the ability to undertake further training, develop existing skills and acquire new competencies that will enable them to assume significant responsibility within organisations
- have qualities and transferable skills necessary for credit management roles requiring personal responsibility and decision-making.

Objectives

Learners who have achieved the qualification (depending on the units taken) will:

- have researched practices of other credit management departments in order to build an in-depth understanding of best practice credit management standards.
- have an in-depth knowledge and critical understanding about different approaches to credit risk management.
- understand responsibilities and liabilities in relation to legal, regulatory, ethical and social requirements.
 - know how to monitor and improve business processes.
 - understand principles of communication theory and the way in which these have developed.
 - understand the role of communication in relation to leading teams.
 - understand the importance of leadership in helping teams achieve organisational goals and objectives.
 - know how to improve communications in order to achieve positive outcomes.
 - understand the role of communication in relation to leading teams.
 - know how to prepare for recovery of debt through the courts.
 - understand routes to judgment on undefended and defended claims.
 - know how to enforce a judgment.
 - understand insolvency in relation to debt collection.
 - know how a credit manager can manage the post-insolvency processes.

Learners who have achieved the qualification will be able to:

- map the environment in which a credit department and its organisation operate.
- benchmark a credit management department's performance.
- assess internal (SWOT) and external (PESTEL) environmental factors.
- develop a plan of improvement.
- prepare reports to communicate to relevant stakeholders.
- assess credit risk on the basis of a wide range of financial and non-financial information.
- report effectively on the level of credit risk within the department and recommend improvements.
- prepare and communicate a plan of action to improve the management of credit risk.

- be able to evaluate operational compliance of procedures in meeting legal, regulatory, ethical and social requirements.
- be able to review and report on compliance with legal, regulatory ethical and social requirements.
- evaluate the impact of compliance and non-compliance on key stakeholders.
- develop an action plan to address areas of non-compliance for own area of responsibility.
- use appropriate measures to monitor and assess business processes in own area of responsibility.
- prepare a business plan for the implementation of proposed process improvements.
- develop measures to test the impact of a change to business processes.
- be able to evaluate communication in relation to a credit management department.
- use theory to explain a range of communication issues, including any barriers to communication with stakeholders.
- identify strategies to resolve main areas of internal and external conflict.
- apply a range of appropriate communication styles to manage change and achieve positive outcomes.
- explain the impact of communication styles on work group issues on the basis of research.
- use theory to explain effective leadership communication practices.

Learners who have achieved the qualification will have developed the ability to:

- take responsibility for courses of action.
- exercise autonomy and judgement within broad parameters.
- evaluate and plan own learning.

Entry requirements

Level 5 Diploma entry requirements are:

- CICM Level 3 Diploma

and/or

- Minimum CICM Associate Membership grade

CICM strongly recommends the completion of Level 3 passes or exemptions in credit management, accounting principles, business environment and business law because the programme assumes robust knowledge of these areas.

Also please note that holders of the Level 5 Diploma would only gain Graduate Membership of the Chartered Institute of Credit Management MCICM(Grad) if they had achieved, in addition, a CICM Level 3 Diploma and/or **Professional Membership (MCICM) or Fellowship (FCICM)** through the membership experience assessment route.

Study methods

There are a range of study methods and learning providers for each unit: home study, supported distance learning, evening classes or virtual classrooms. Classes tend to start in January, June and September (see CICM website for details) although supported distance learning learners start at any time.

Learning resources

CICM publishes study guides for each unit which have links to electronic resources and wider reading (see CICM website for details). The CICM Awarding Body supplies the current assignments and learners can download from the website the following:

- Syllabus
- Moderator reports for written assessments
- Level 5 learner guidance booklet.
- Depending on assessment method and learning package learners may also access past examination reports and sample multi choice questions.

CICM membership

The Chartered Institute of Credit Management (CICM) offers a range of support, information and events to enrich the learning experience:

- Monthly newsletters: In Brief, Technical Brief, Study Updates
- Credit Management magazines
- CICM Knowledge Hub with over a 1,000 relevant resources (articles, webinars, elearning, guidance and research papers)
- Access to free Education Conference and Regional Workshops
- Best Practice conferences
- CICM Branch events
- CICM Credit Community on LinkedIn.
- Regular CICM Twitter feeds and weekly blogs
- CICM Mentor Hub.

Assessment methodology

CICM assesses all units by externally marked work-based assignments. Learners can submit work in January, March, June or October.

Grading

The overall qualification has pass/fail grades only.

Unit grade bands are:

Fail/Refer	Pass	Merit	Distinction
0% – 49%	50% – 64%	65% – 74%	75% – 100%

Assessment re-sits/resubmissions

There are no restrictions on the number of times a student can re-sit or resubmit an assignment for a unit they have failed.

Arrangements for adjustments

The CICM will make adjustments to assessments to ensure equality of opportunity and to enable a disabled learner to demonstrate his or her knowledge, skills or understanding. Please contact the CICM for the guidance booklet which explains how a learner qualifies for an adjustment and what adjustments will be made.

Results and certification

CICM notifies grades in a results letter and candidates can access results online on the published results day. Approximately six weeks later, candidates receive a certificate for unit passes and a final qualification certificate if they have achieved the Level 5 Diploma.

CICM Professional Membership

Learners who pass the Level 5 Diploma and are full Professional Members (MCICM or FCICM) or have achieved a CICM Level 3 Diploma are eligible to Graduate Membership of the Chartered Institute of Credit Management and professional letters, MCICM(Grad).

Exemptions

CICM will recognise exemptions from previous units to new units for learners who are part way through the Level 5 Diploma in Credit & Collections Management or previous CICM qualifications.

The Institute assesses exemptions for any earlier units or for other business related qualifications on an individual basis, following standard exemption arrangements (see CICM website).

Unit content

Strategic planning

Aim

The unit aims to develop the ability to map the environment in which a business operates and benchmark operational performance in a way which raises strategic planning and communication skills.

Learning outcomes		Assessment criteria	
The learner will:		The learner can:	
1	Be able to map the environment in which an organisation operates.	1.1	Obtain information about an organisation and its environment from a variety of sources.
		1.2	Assess internal and external environmental factors.
2	Be able to benchmark departmental performance	2.1	Identify good practice for your area of work using established quality standards.
		2.2	Benchmark departmental performance and practices.
3	Be able to develop a plan of improvement.	3.1	Identify areas for improvement in line with business strategy.
		3.2	Prepare a report to communicate the scheme of improvement to relevant stakeholders.

Indicative content

- Information sources, e.g. business report, industry regulator, league table, intranet, press report, competitor data.
- PESTEL construction and analysis.
- External environmental factors including macro and micro economics, distinguishing economic features, competitive forces and common driving forces of change.
- Internal environmental factors, including resources, capabilities, competitive power, costs and prices.
- Strategic factors, including business modeling, corporate governance, functional area and operating strategies; organisational objectives and goals; vision, mission, values, service level agreements (SLA).

- Best practice frameworks using key success factors, competitor analysis, industry standards and quality benchmarks, e.g. QICM, TQM, CSE, ISO, SOX.
- Benchmarking using best practice standards to measure performance; key performance indicators, performance measurements, e.g. DSO, balanced scorecard, SLA, customer service standards, departmental targets and success criteria.
- Decision making including communication of plan via action plans and reports; outcomes of success criteria; implementation and review.

Assessment: Assignment

Advanced Credit Risk Management

Aim

The unit aims to build high level knowledge and skills in advanced credit risk management.

Learning outcomes The learner will:		Assessment criteria The learner can:	
1	Understand approaches to credit risk management.	1.1	Explain principle forms and methods of credit risk assessment and control.
		1.2	Assess the impact of credit risk management approaches on stakeholders.
2	Be able to assess credit risk.	2.1	Quantify credit risk using data from a variety of information sources.
		2.2	Assess credit risk on the basis of a range of financial information.
		2.3	Assess credit risk on the basis of non financial information.
3	Be able to recommend improvements to credit risk management.	3.1	Report on the level of credit risk within the department.
		3.2	Communicate a plan of action to improve the management of credit risk.

Indicative content

- Theoretical understanding of credit risk management forms, models and methodologies of assessment
- Credit risk control aids
- Credit risks and their driving factors, including probability of default, loss given default and exposure at default
- Continuity and resilience planning
- Quantification of credit risk using financial and non financial information
- External data sources
- Use of internal documents such as a credit policy in the control of risk
- Risk logs, registers and policies

- External risk management using quality benchmarks
- Impact of credit risk management on stakeholders
- Reporting of results, probabilities and impact of risk
- Action planning for future review and development.

Assessment: Assignment

Compliance with legal, regulatory, ethical and social requirements

Aim

The unit aims to develop the ability to evaluate compliance with legal, regulatory, ethical and social requirements for own area of responsibility.

Learning outcomes The learner will:		Assessment criteria The learner can:	
1	Understand responsibilities and liabilities in relation to legal, regulatory, ethical and social requirements.	1.1	Examine responsibilities and liabilities in meeting legal, regulatory, ethical and social requirements.
2	Be able to evaluate operational compliance of procedures in meeting legal, regulatory, ethical and social requirements.	1.2	Evaluate the operational compliance of procedures in meeting legal, regulatory, ethical and social requirements for own area of responsibility.
3	Be able to review and report on compliance with legal, regulatory ethical and social requirements.	3.1	Report on level of compliance of procedures, based on research.
		3.2	Evaluate the impact of compliance and non-compliance on key stakeholders.
		3.3	Develop an action plan to address areas of non-compliance for own area of responsibility.

Indicative content

- Evaluation of legal, regulatory, ethical and social obligations across function
- Liabilities and consequences of non-compliance
- Risk factors based on occurrence and severity
- Comparison of operational procedures and documentation against compliance requirements
- Sources of compliance data and procedures to gather data
- Cross analysis and weight of influence
- Compliance reporting including stakeholder impact, consultation and governance
- Action planning to improve non compliance

- Principles of legal liability
- Appropriate legal responses to address problems related to the functional area
- Financial regulations, e.g. audit, Companies Act, Accounting Standards.

Assessment: Assignment

Process improvement

Aim

The unit aims to develop the ability to monitor, review and improve business processes in own area of responsibility.

Learning outcomes The learner will:		Assessment criteria The learner can:	
1.	Be able to monitor business processes.	1.1	Use appropriate measures to monitor and assess business processes in own area of responsibility.
		1.2	Work with relevant stakeholders to monitor how business processes affect the quality of work in the department.
2.	Be able to review business processes.	2.1	Devise a plan for suggested improvements in response to the business process monitoring undertaken.
		2.2	Use appropriate measures to check the validity of the plan of improvement.
		2.3	Take corrective action and revise plans where necessary.
3.	Be able to improve business processes.	3.1	Prepare a business plan for the implementation of proposed process improvements.
		3.2	Develop measures to test the impact of the change to business processes.

Indicative content

- Benefits and potential difficulties associated with business process management
- Lean Six Sigma, Streamlined Process Improvement (SPI) and Continuous Improvement methodologies
- Use of tools and techniques to identify areas for improvement including value stream mapping, statistical process control and the DMAIC problem solving process.
- Critical business processes and preliminary boundaries
- Creation of process improvement team and project plan including reporting

- Mapping and documenting current business processes including employee observations and process walk-through
- Cost, cycle time and output analysis
- Remove non-value-adding process steps through leaning, cleaning and greening
- Selecting best-value future-state solutions
- Validation and verification of changed process.
- In-process measurement and feedback systems
- Implementation plans including change effect measurements and continuous improvement, with consideration of the implementation, review and communication of strategy
- SWOT construction and analysis.

Assessment: Assignment

Strategic Communication and Leadership

Aim

The unit aims to build leadership skills through a theoretical and practical understanding of strategic communications.

Learning outcomes		Assessment criteria		Level
The learner will:		The learner can:		
1	Be able to evaluate communication in relation to a department.	1.1	Evaluate the effectiveness of departmental communication in relation to internal and external stakeholders.	5
		1.2	Use theory to explain any barriers to communication with stakeholders.	5
2	Know how to improve communication in order to achieve positive outcomes	2.1	On the basis of research, explain the impact of communication styles on work group issues.	5
		2.2	Apply a range of appropriate communication styles to achieve positive outcomes in line with strategic objectives.	5
3	Understand the role of leaders in helping teams to achieve organisational goals and objectives.	3.1	Use theory to explain effective leadership communication practices.	5
		3.2	Demonstrate the impact of leaders in helping teams achieve organisational goals and objectives.	5

Indicative content

- Communication theories and analysis techniques
- Sources of conflict, aspects of conflict internally and externally, conflict styles
- Conflict management and resolution
- Negotiation and influencing techniques
- Importance of good leadership in achieving goals and objectives
- Measuring team performance against organisational goals
- Concepts of influence, authority and power and the responsibilities of leaders
- Effectiveness of leaders in achieving goals including attributes of a good leader
- Factors that influence behaviour at work
- Strategies for building motivation, high level skills and responsibility

Assessment: Assignment

Legal proceedings and insolvency

Aim

The unit aims to develop an understanding of legal proceedings and insolvency in relation to the collection of debt.

Learning outcomes		Assessment criteria	
The learner will:		The learner can:	
1	Understand how to prepare for recovery of debt through the courts.	1.1	Assess the suitability of a case for recovery of debt through the courts.
		1.2	Explain how to prepare for recovery of debt.
2	Understand routes to judgment on undefended claims.	2.1	Evaluate the debtor's options after service of a claim.
		2.2	Explain a creditor's reaction to the debtor's response.
		2.3	Explain different types of judgment.
3	Understand the routes to judgment on defended claims.	3.1	Tactically evaluate routes to judgment on defended claims.
4	Understand how to enforce a judgment.	4.1	Explain methods of enforcement.
		4.2	Evaluate methods of enforcement for different debtor types.
5	Understand insolvency in relation to debt collection.	5.1	Compare and contrast different types of insolvency.
		5.2	Evaluate the process of insolvency for the collection of undefended debt.
6	Understand how a credit manager can manage the post-insolvency processes.	6.1	Explain how a credit manager can manage the post-insolvency processes.

Indicative content

- Case assessment and preparation for recovery of debt through the courts
- Debtor options and creditor reactions after service of a claim
- Types of judgment and routes to judgment on defended claims
- Methods of enforcement
- Types of insolvency including evaluation of insolvency process
- Management of the post-insolvency processes.

Assessment: Assignment

Glossary

BATNA	Best Alternative to a Negotiated Agreement
CSE	Customer Service Excellence
DMAIC	Define, Measure, Analyze, Improve and Control process
DSO	Days Sales Outstanding
EFQM	European Foundation for Quality Management Excellence Model
ISO	International Organisation for Standardisation
MPT	Modern Portfolio Theory
PESTEL	Political, Economic, Socio-cultural, Technological, Legal and Environmental analysis
QCF	Qualifications and Credit Framework
QICM	Quality in Credit Management accreditation
SOX	Sarbanes–Oxley Act. Also known as 'Public Company Accounting Reform and Investor Protection Act' or 'Corporate and Auditing Accountability and Responsibility Act'
SLA	Service-level agreement
SPE	Streamlined Process Improvement
SWOT	Strengths, Weaknesses, Opportunities and Threats analysis
TQM	Total Quality Management

Useful contacts

Learner study advice service
9:00 – 17:00 (UK time) Monday - Friday

Tel: +44 (0)1780 722909

Advice on studying for CICM qualifications

professionalqualifications@cicm.com

Advice on any aspect of the assessment process

awardingbody@cicm.com

Advice on CICM membership experience assessment

Tel: +44 (0)1780 722903

Email: cicmmembership@cicm.com

Subscriptions and accounts department

Tel: +44 (0)1780 722908

CICM website

www.cicm.com

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Chartered Institute of Credit Management

The Chartered Institute of Credit Management (CICM) is the largest recognised professional body in the world for the credit management community. Formed over 75 years ago, the Institute was granted its Royal Charter in 2014. Representing all areas of the credit and collections lifecycle, it is the trusted leader and expert in its field providing its members with support, resources, advice, and career development as well as a networking and interactive community. In addition to its comprehensive suite of qualifications and learning opportunities, events and magazine 'Credit Management', the CICM administers the Prompt Payment Code for BEIS. Independently, and through collaboration with business organisations, it provides vital advice to businesses of all sizes on how best to manage cashflow and credit.

CICM Professional Qualifications



Level 2 Certificate and Diploma Qualifications in Credit Management

CICM

Chartered
Institute
of Credit
Management

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CICM Level 2 Awards and Qualifications in Credit Control & Collections

For baseline skills and knowledge

The Chartered Institute of Credit Management's Level 2 entry level programme provides core skills and knowledge in the areas of credit control, collections and associated subjects. Learners can either take a single CICM unit award or complete a selection of units to gain the CICM Certificate or Diploma.

Awarded by the largest recognised professional body for the credit management community in the world, the CICM Level 2 awards, Certificate and Diploma in Credit Control & Collections are internationally recognised and regulated by the Office of Qualifications and Examination Regulations (Ofqual). CICM also holds End Point Assessment Organisation status for Credit Management apprenticeships.

Awards in Credit and Collections

Level 2 entry level unit awards demonstrate knowledge and skills in a specific area of credit control /collections. Learners gain a unit award certificate following successful completion of an examination or assignment. Unit awards can be used towards a Certificate or Diploma in Credit Control & Collections. The unit awards are designed for roles such as credit controllers, collectors, credit analysts and ledger clerks, and people for who credit management forms part of their role. CICM unit awards form part of the Level 2 Credit Controller/Collector apprenticeship.

Entry level Certificates and Diplomas in Credit and Collections

The Certificate and Diploma qualifications establish the level of competency required for roles such as credit controllers and telephone collectors. They demonstrate expertise and detailed knowledge in credit control & collections work.

Structure

Learners can complete any number of units and in any order. Each unit award is individually certificated.

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Learners need to complete **two units** to gain a Level 2 Certificate in Credit & Collections and **four units** to gain a Level 2 Diploma in Credit & Collections. See table below:

Level 2 Certificate in Credit & Collections	Level 2 Diploma in Credit & Collections
Any two from:	Any four from:
<i>Online exams:</i> <ul style="list-style-type: none"> • Credit Management* • Consumer Collections • Taking Control of Goods 	<i>Online exams:</i> <ul style="list-style-type: none"> • Credit Management* • Consumer Collections • Taking Control of Goods
<i>*You may select a combined unit in Credit Management or specialise within the Trade, Export or Consumer sector. Details of each unit can be found on pages 11- 28 of this syllabus.</i>	
<i>Assignments:</i> <ul style="list-style-type: none"> • Credit Control & Collections • Commercial Telephone Collections • Business Communications & Personal Skills • Consumer Telephone Collections 	<i>Assignments:</i> <ul style="list-style-type: none"> • Credit Control & Collections • Commercial Telephone Collections • Business Communications & Personal Skills • Consumer Telephone Collections

See page 11 onwards for unit learning outcomes, assessment criteria and indicative content.

Learning hours

CICM currently recommends a total qualification time of between 46 and 101 learning hours per award, depending on the unit chosen. You will find the total qualification time for each award in each of the unit details. These can be found from page 11 onward.

A CICM Certificate takes about a year to complete and a CICM Diploma takes about two years to complete, depending on how many awards a learner takes at one time and whether any units are exempted because of other qualifications.

Qualification Title	Accreditation Code	GLH	TQT
Level 2 Certificate in Credit & Collections	603/3992/5 C00/3784/0	37	186
Level 2 Diploma in Credit & Collections	603/3990/1 C00/3784/1	141	373

Ofqual Level 2 level descriptors

The following summarises the level of achievement required to pass the units and qualifications:

Knowledge and understanding	<ul style="list-style-type: none">• Use understanding of facts, procedures and ideas to complete well-defined tasks and address straightforward problems.• Interpret relevant information and ideas.• Be aware of the types of information that are relevant to the area of study or work.
Application and action	<ul style="list-style-type: none">• Complete well-defined, generally routine tasks and address straightforward problems.• Select and use relevant skills and procedures• Identify, gather and use relevant information to inform actions.• Identify how effective actions have been.
Autonomy and accountability	<ul style="list-style-type: none">• Take responsibility for completing tasks and procedures.• Exercise autonomy and judgement subject to direction or guidance as needed.
Summary Level 2	<p>Achievement at Level 2 reflects the ability to select and use relevant understanding, ideas, skills and procedures to complete well-defined tasks and address straightforward problems. It includes taking responsibility for completing tasks and procedures and exercising autonomy and judgement subject to overall direction or guidance.</p>

Entry requirements

There are no minimum Level 2 entry requirements. If learners are unsure as to which Level is suitable for them, they are encouraged to contact the CICM for assistance. Useful contact details can be found at the end of this syllabus.

For the Level 2 and Level 3 principle units of Credit Management and Consumer Collections, learners' study from the same learning materials and results depend on the level of attainment in the examination¹.

For this reason, it is recommended that learners take either the Credit Management or Consumer Collections online exam as their first unit as results can be allocated to either a Level 2 or a Level 3 qualification.

Study methods

There are a range of study methods and learning providers for each unit: home study, supported distance learning, evening classes, e-learning or virtual classrooms. Classes tend to start in January, June and September (see CICM website for details) although supported distance learning learners start at any time.

Learning resources

CICM publishes study guides which have links to electronic resources and wider reading (see CICM website for details). The CICM Awarding Body supplies the current assignments, where relevant, and learners can download from the website the following:

- Syllabus
- Moderator reports for written assessments
- Level 2 learner guidance booklet
- Depending on assessment method and learning package learners may also access past examination reports and sample multi choice questions.

¹ Candidates may achieve a Level 2 or Level 3 pass in these Credit Management or Consumer Collections principle units.

Registration with the CICM

Learners are required to register with CICM in order to take the Chartered Institute's assessments because teaching centres do not handle this process. Fees are split into registration fees and assessment entry fees to enable CICM to provide additional learner support and effectively monitor the quality of provision of learning providers.

The Chartered Institute has an open entry policy and to register, learners just need to complete an online registration form with appropriate fees. Contact CICM Awarding Body for information. E: awardingbody@cicm.com or T: +44 (0)1780 727272.

Study methods, resources, assessments and the Chartered Institute's customer service policy and complaints procedure are explained on the CICM website www.cicm.com.

On registration with the CICM Awarding Body learners automatically receive studying member membership of the Chartered Institute of Credit Management (non-designatory grade). This provides a range of support (see website for details). On achievement of the Level 3 intermediate Diploma, learners are eligible to Associate Membership ACICM(Dip) and the Chartered Institute offers Graduate membership MCICM(Grad) following completion of the CICM Level 5 Diploma.

Assessment methodology

Some awards involve a final online examination and others are assessed by a written assignment which requires work-based evidence. Most units are assessed in January, March, June and October. Assessment is only available in the English language.

For Level 2 units, candidates will receive a 'Level 2 pass'¹ or 'fail/refer' grade for each unit, depending upon their level of achievement in the assessment.

Candidates must achieve all learning outcomes to gain a pass.

Additionally, for every unit candidates will receive a percentage mark and details about the pass mark if they submit an assignment or complete an online exam.

¹ Candidates may achieve a Level 2 or Level 3 pass in these Credit Management or Consumer Collections principle units.

Grading

The entry level Certificate and Diploma have pass/fail grades only. Unit award grade bands are:

Written Assignments	
Fail/Refer	Pass
0% – 49%	50% – 100%

Online Examinations		
	Fail	Pass
Credit Management/ Consumer Collections	0% – 59%	60% – 100%

Assessment re-sits/resubmissions

There are no restrictions on the number of times a student can re-sit or resubmit an assignment for a unit they have failed.

Results and certification

CICM notifies grades in a results letter and candidates can access results online on the published results day. Approximately six weeks later, candidates receive a certificate for unit award passes and a final qualification certificate if they have achieved the Level 2 Certificate or Diploma.

Exemptions

The Institute assesses exemptions for units or for other business-related qualifications on an individual basis, following standard exemption arrangements (see CICM website).

CICM will recognise exemptions from previous units to new units for learners who are part way through the Level 2 Certificate or Diploma in Credit Management.

Arrangements for adjustments

The CICM will make adjustments to assessments to ensure equality of opportunity and to enable learners with particular conditions to demonstrate their knowledge, skills or understanding. Please contact the CICM for the guidance booklet which explains how a learner qualifies for an adjustment and what adjustments will be made.

Progression

Following completion of the entry level Certificate and/or Diploma in Credit and Collections at Level 2, candidates can progress onto the Level 3 Diploma in Credit and Collections. See CICM website for more detail.

CERTIFICATE AND DIPLOMA IN CREDIT AND COLLECTIONS

For professionals working at operational level or looking for an introduction to credit management, collections or enforcement

Level 2

DIPLOMA IN CREDIT AND COLLECTIONS

For professionals working in, or working towards, senior operational roles in credit management, collections or enforcement

Level 3

DIPLOMA IN CREDIT AND COLLECTIONS MANAGEMENT

For professionals working in, or working towards, managerial or leadership roles in credit management, collections or enforcement

Level 5

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Credit Management (trade, export and consumer)

46 Guided Learning Hours 101 Total Qualification Time

Aim

The unit provides an understanding of the concepts, processes and techniques that underpin best practice across a range of credit environments.

Syllabus topics

1. **Value of credit** (10%)
 - Definition of credit
 - Cost of credit
2. **Organisation of the credit function** (15%)
 - The credit department
 - Credit policy
3. **Credit customers and arrangements** (35%)
 - Customers
 - Credit agreements
 - Documents
4. **Credit risk control** (15%)
 - Risk assessment and control
 - Information sources and their value
 - Scoring
 - Insurance
5. **Credit documents and systems** (10%)
 - Customer master file
 - Sales ledger system
 - Computerised systems
6. **Collections methods and legal action** (15%)
 - Targets and use of resources
 - Methods
 - Dealing with problems
 - Legal procedures and use of third parties

Assessment

One hour online examination involving 60 multiple choice questions.

Credit Management (trade, export, consumer)

46 Guided Learning Hours 101 Total Qualification Time

Learning outcomes The learner will:		Assessment criteria LEVEL 2 K/502/0214 The learner can:	
1.	Understand the role of credit management within the business environment.	1.1	Identify the purpose of controlling credit within the business environment.
		1.2	Describe the provision of credit in trade, export and consumer markets.
		1.3	Recognise the impact of credit on costs, profits and liquidity.
2.	Understand the organisational requirements of credit management functions.	2.1	Describe the credit management function and its personnel.
		2.2	Identify potential areas of conflict between the credit function and other areas of business.
		2.3	Identify the characteristics of customer service within the credit function.
		2.4	Describe the main features of a credit policy and procedural manual.
		2.5	Describe how an organisation measures credit management performance and sets targets.
3.	Understand the impact of legislation on the credit function.	3.1	Identify the liability of different types of customers.
		3.2	Identify the current legislation that affects the decision making process when dealing with credit applications.
		3.3	Describe the key features of a range of credit arrangements.
4.	Understand how to assess and control risk.	4.1	Identify the risks associated with credit provision in export, trade and consumer environments.
		4.2	Describe different sources of information used in credit assessment.
		4.3	Identify methods of risk assessment control.
		4.4	Understand how to control risk by selecting appropriate payment terms and methods of payment.

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		4.5	Identify different methods of financing credit.
5.	Understand the different documents and systems used for trade, export and consumer credit.	5.1	Assess the design and purpose of documents used in trade, export and consumer credit.
		5.2	Describe the content and purpose of a customer master file.
		5.3	Describe the principal features of a sales ledger/accounts receivable system.
6.	Understand collection and recovery methods.	6.1	Identify various collection methods.
		6.2	Identify techniques necessary for collections letters and telephone collections work.
		6.3	Describe how to deal with non-payment and disputes.
		6.4	Describe the steps for debt recovery through the County Court and High Court.

Indicative content

1.	<ul style="list-style-type: none"> • Provision of credit. • Control of credit. • Differences and features of trade, export and consumer credit. • Working capital. • Impact of offering credit.
2.	<ul style="list-style-type: none"> • How the credit function fits into the overall organisation of a company. • Functions and structure of a credit department. • The relationships of a credit department with other departments. • Key measures of credit department performance and target setting. • The role of the credit manager and the qualities you would expect them to possess. • Value of good customer service and how this can be achieved in a credit department. • The importance of a credit policy.

3.	<ul style="list-style-type: none"> • Relevant characteristics of individuals, sole traders, partnerships, limited companies and other types of customer. • Financial advantages and disadvantages of granting credit to different types of customers. • Anti-discrimination legislation. • Key provisions of the Consumer Credit Act and Data Protection Act. • Main features of credit arrangements, including HP, credit sale, credit cards, mortgages and credit unions. • Appropriateness of various types of credit agreements in a range of circumstances. • Advantages and disadvantages of credit agreements to the credit supplier and the customer.
4.	<ul style="list-style-type: none"> • Features of different payment terms and methods of payment. • Advantages and disadvantages of offering discount for early payment, and charging interest on overdue accounts. • Importance of initial and continuous risk assessment and control. • Sources and value of information available to assess applications for trade, export and consumer credit. • Purpose and operation of a risk category system. • Calculation and use of credit limits. • Use of credit scoring for the processing of consumer credit application. • How credit insurance and CPI works. • The key provisions of Money Laundering Regulations. • Sources of finance.
5.	<ul style="list-style-type: none"> • The purpose and features of credit application forms, invoices, credit notes, statements and other documents for trade, export and consumer credit. • Meaning and purpose of various INCOTERMS used in export. • The content and purpose of a customer master file. • Principal features of a sales ledger system. • Computerised systems and the benefit to the credit management function.
6	<ul style="list-style-type: none"> • Techniques necessary for effective collection letters and telephone collection work. • Advantages and disadvantages of methods of collection activity. • Use of predictive dialing in the collection process. • Methods for dealing effectively with queries and non-payment effectively. • Circumstances for withholding supplies or services. • Basic steps for debt recovery in the High and County Courts • Advantages and disadvantages of using third parties. • Methods for evaluating a third party before entering into a service agreement. • Involvement and role of third party debt advisors in consumer credit matters. • Legislation relating to the harassment of debtors. • Personal and corporate insolvency.

Assessment - One hour online examination involving 60 multiple choice questions.

Trade Credit Management

46 Guided Learning Hours 91 Total Qualification Time

Aim

The unit provides an understanding of the concepts, processes and techniques that underpin best practice across the trade credit environment.

Syllabus topics

1. **Value of credit** (10%)
 - Definition of credit
 - Cost of credit
2. **Organisation of the credit function** (15%)
 - The credit department
 - Credit policy
3. **Credit customers and arrangements** (35%)
 - Customers
 - Credit agreements
 - Documents
4. **Credit risk control** (15%)
 - Risk assessment and control
 - Information sources and their value
 - Scoring
 - Insurance
5. **Credit documents and systems** (10%)
 - Customer master file
 - Sales ledger system
 - Computerised systems
6. **Collections methods and legal action** (15%)
 - Targets and use of resources
 - Methods
 - Dealing with problems
 - Legal procedures and use of third parties

Assessment - One hour online examination involving 60 multiple choice questions.

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Trade Credit Management

46 Guided Learning Hours 91 Total Qualification Time

Learning outcomes The learner will:		Assessment criteria LEVEL 2 M/502/0215 The learner can:	
1.	Understand the role of credit management within the business environment.	1.1	Identify the purpose of controlling credit within the business environment.
		1.2	Describe how the provision of credit in trade, differs from export and consumer markets.
		1.3	Recognise the impact of credit on costs, profits and liquidity.
2.	Understand the organisational requirements of credit management functions.	2.1	Describe the credit management function and its personnel.
		2.2	Identify potential areas of conflict between the credit function and other areas of business.
		2.3	Identify the characteristics of customer service within the credit function.
		2.4	Describe the main features of a credit policy and procedural manual.
		2.5	Describe how an organisation measures credit management performance and sets targets.
3.	Understand the impact of legislation on the credit function.	3.1	Identify the liability of different types of customer.
		3.2	Identify the current legislation that affects the decision making process when dealing with credit applications.

4.	Understand how to assess and control risk.	4.1	Identify the risks associated with the provision of trade credit.
		4.2	Describe different sources of information used in credit assessment.
		4.3	Identify methods of risk assessment control.
		4.4	Understand how to control risk by selecting appropriate payment terms and methods of payment.
		4.5	Identify different methods of financing credit.
5.	Understand the different documents and systems used for trade credit.	5.1	Explain the purpose and features of documents used in trade credit.
		5.2	Describe the content and purpose of a customer master file.
		5.3	Describe the principal features of a sales ledger/accounts receivable system.
6.	Understand collection and recovery methods.	6.1	Identify various collection methods.
		6.2	Identify techniques necessary for collections letters and telephone collections work.
		6.3	Describe how to deal with non-payment and disputes.
		6.4	Describe the steps for debt recovery through the County Court and High Court.

Indicative content

1.	<ul style="list-style-type: none"> • Provision of credit. • Control of credit. • Differences and features of trade, export and consumer credit. • Working capital. • Impact of offering credit.
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2.	<ul style="list-style-type: none"> • How the credit function fits into the overall organisation of a company. • Functions and structure of a credit department. • The relationships of a credit department with other departments. • Key measures of credit department performance and target setting. • The role and qualities of the credit manager. • Value of good customer service and how this can be achieved in a credit department. • Why it is important for a company to have a credit policy.
3.	<ul style="list-style-type: none"> • Relevant characteristics of individuals, sole traders, partnerships, limited companies and other types of customer. • Financial advantages and disadvantages of granting credit to different types of customer. • Key provisions of the Data Protection Act. • Main features of credit arrangements, including HP, credit sale, credit cards, mortgages and credit unions. • Appropriateness of various types of credit agreements in a range of circumstances. • Advantages and disadvantages of credit agreements to the credit supplier and the customer.
4.	<ul style="list-style-type: none"> • Features of different payment terms and methods of payment. • Advantages and disadvantages of offering discount for early payment, and charging interest on overdue accounts. • Importance of initial and continuous risk assessment and control. • Sources and value of information available to assess applications for trade credit. • Purpose and operation of a risk category system. • Calculation and use of credit limits. • How credit insurance works. • The key provisions of Money Laundering Regulations. • Sources of finance.
5.	<ul style="list-style-type: none"> • Designing credit application forms, invoices, credit notes, statements and other documents. • The content and purpose of a customer master file. • Principal features of a sales ledger system. • Computerised systems and their benefit.

6	<ul style="list-style-type: none"> • Techniques necessary for effective collection letters and telephone collection work. • Advantages and disadvantages of methods of collection activity. • Methods for dealing effectively with queries and non-payment. • Circumstances for withholding supplies or services. • Basic steps for debt recovery in the High and County Courts. • Advantages and disadvantages of using third parties. • Methods for evaluating a third party before entering into a service agreement. • Personal and corporate insolvency.
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Assessment

One hour online examination involving 60 multiple choice questions.

Export Credit Management

46 Guided Learning Hours 91 Total Qualification Time

Aim

The unit provides an understanding of the concepts, processes and techniques that underpin best practice across the export credit environment.

Syllabus topics

1. **Value of credit** (10%)
 - Definition of credit
 - Cost of credit
2. **Organisation of the credit function** (15%)
 - The credit department
 - Credit policy
3. **Credit customers and arrangements** (35%)
 - Customers
 - Credit agreements
 - Documents
4. **Credit risk control** (15%)
 - Risk assessment and control
 - Information sources and their value
 - Scoring
 - Insurance
5. **Credit documents and systems** (10%)
 - Customer master file
 - Sales ledger system
 - Computerised systems
6. **Collections methods and legal action** (15%)
 - Targets and use of resources
 - Methods
 - Dealing with problems
 - Legal procedures and use of third parties

Assessment - One hour online examination involving 60 multiple choice questions.

The Recognised Standard

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Export Credit Management

46 Guided Learning Hours 91 Total Qualification Time

Learning outcomes The learner will:		Assessment criteria LEVEL 2 A/502/0220 The learner can:	
1.	Understand the role and effect of credit management within the global business environment.	1.1	Identify the purpose of controlling credit within export business.
		1.2	Describe how the provision of credit in export, differs from domestic trade and consumer markets.
		1.3	Recognise the impact of credit on costs, profits and liquidity.
2.	Understand the organisational requirements of credit management functions.	2.1	Describe the credit management function and its personnel.
		2.2	Identify potential areas of conflict between the credit function and other areas of business.
		2.3	Identify the characteristics of customer service within the credit function.
		2.4	Describe the main features of a credit policy and procedural manual.
		2.5	Describe how an organisation measures credit management performance and sets targets.
3.	Understand the impact of legislation and country culture on the credit function.	3.1	Identify the liability of different types of customers.
		3.2	Identify current international legislation and cultural differences that affects the decision making process when dealing with credit applications.
		3.3	Describe the key features of a range of credit arrangements.
4.	Understand how to assess and control risk.	4.1	Identify the risks associated with credit provision in the export environment.
		4.2	Describe different sources of information used in credit assessment.
		4.3	Identify methods of risk assessment control.

		4.4	Understand how to control risk by selecting appropriate incoterms, payment terms and methods of payment.
5.	Understand different documents and systems used for export credit.	5.1	Explain the purpose and features of documents used in export credit.
		5.2	Describe the content and purpose of a customer master file.
		5.3	Describe the principal features of a sales ledger/accounts receivable system.
6.	Understand collection and recovery methods for export debt.	6.1	Identify various collection methods.
		6.2	Identify techniques used in collections letters and telephone collections work.
		6.3	Describe how to deal with non-payment and disputes.
		6.4	Describe steps for export debt recovery through external recovery routes.

Indicative content

1	<ul style="list-style-type: none"> • Provision of credit. • Effect of credit on the global economy. • Control of credit. • Differences and features of trade, export and consumer credit. • Working capital. • Impact of offering credit.
2.	<ul style="list-style-type: none"> • How the credit function fits into the overall organisation of a company. • Functions and structure of a credit department. • The relationships of a credit department with other departments. • Key measures of credit department performance and target setting. • The role and qualities of the credit manager. • Value of good customer service and how this can be achieved in a credit department. • The importance of a credit policy.
3.	<ul style="list-style-type: none"> • Relevant characteristics of individuals, sole traders, partnerships, limited companies and other types of customer. • Relevant cultural differences of customers in the export market. • Financial advantages and disadvantages of granting credit to different types of customers, and countries. • Appropriateness of various types of credit agreements in a range of circumstances. • Advantages and disadvantages of credit agreements to the credit supplier and the customer.

4.	<ul style="list-style-type: none"> • Features of different INCOTERMS, payment terms and methods of payment, including letters of credit and bills of exchange. • Importance of initial and continuous risk assessment and control. • Sources and value of information available to assess applications for export credit. • Purpose and operation of a risk category system. • Calculation and use of credit limits. • How credit insurance works. • The key provisions of Money Laundering Regulations. • Sources of finance.
5.	<ul style="list-style-type: none"> • The purpose and features of export payment documents, including bill of exchange, letter of credit and promissory note. • The purpose and features of export transport documents, including export invoice, bill of lading, CMR, CIF, airway/seaway bill and certificate of origin. • The content and purpose of a customer master file. • Principal features of a sales ledger system. • Computerised systems and the benefit to the credit management function.
6.	<ul style="list-style-type: none"> • Techniques necessary for effective collection work. • Advantages and disadvantages of methods of collection activity. • Methods of dealing effectively with queries and non-payment. • Circumstances for withholding supplies or services. • Basic steps for debt recovery in the international courts. • Advantages and disadvantages of using third parties and agents abroad. • Methods for evaluating a third party before entering into a service agreement.

Assessment

One hour online examination involving 60 multiple choice questions.

Consumer Credit Management

46 Guided Learning Hours 91 Total Qualification Time

Aim

This unit provides an understanding of the concepts, processes and techniques that underpin best practice within consumer credit management.

Syllabus topics

1. Role and effect of consumer credit (15%)

- Purpose of controlling credit
- Differentiation of consumer markets compared with export and trade
- Effect on costs, profits & liquidity

2. Organisation of the credit function (25%)

- Management function & personnel
- Conflict: credit and other departments
- Customer service and credit
- Credit policy and procedures
- Measurement of credit performance and targets

3. Regulation and Marketing of consumer credit (15%)

- Promotion and sale of credit as a product
- Marketing strategies and regulations in consumer credit
- Consumer credit products

4. Credit risk control (20%)

- Customer credit risk
- Sources of information
- Risk control via assessment and via payment
- Financing credit

5. Credit documents and systems (10%)

- Purpose and features of consumer credit documents
- Master files
- Credit scoring and predictive dialing

6. Collections methods and recovery methods (15%)

- Methods and techniques: letters and telephone
- Non-payment and disputes
- Debt recovery
- Third Party debt advisors
- Tracing absconders

Assessment

One hour online examination involving 60 multiple choice questions.

The Recognised Standard

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Consumer Credit Management

46 Guided Learning Hours 91 Total Qualification Time

Learning outcomes The learner will:		Assessment criteria LEVEL 2 M/508/2794 The learner can:	
1.	Understand the role and effect of consumer credit within the business environment.	1.1	Identify the purpose of controlling credit within the business environment.
		1.2	Describe how the provision of credit in the consumer sector differs from export and trade markets.
		1.3	Recognise the positive and negative impact of credit on costs, profits and liquidity.
2.	Understand the organisational requirements of credit management functions.	2.1	Describe the credit management function and its personnel.
		2.2	Identify potential areas of conflict between the credit function and other areas of business.
		2.3	Identify the characteristics of customer service within the credit function.
		2.4	Describe the main features of a credit policy and procedural manual.
		2.5	Describe how to measure credit management performance and set targets.
3.	Understand the marketing and sale of a range of consumer credit products.	3.1	Describe how credit is promoted and sold as a consumer product.
		3.2	Identify marketing strategies and regulations used in consumer credit.
		3.3	Identify the main consumer credit products and describe their key features.

4.	Understand how to assess and control risk.	4.1	Identify risks associated with credit provision in the consumer sector.
		4.2	Describe different sources of information used in credit assessment.
		4.3	Identify methods of risk assessment control.
		4.4	Understand how to control risk by selecting appropriate payment terms and methods of payment.
		4.5	Identify different methods of financing credit.
5.	Understand different documents and systems used for consumer credit.	5.1	Explain the purpose and features of documents used in consumer credit.
		5.2	Describe the content and purpose of a customer master file.
		5.3	Describe the principal features of credit scoring and predictive dialing systems.
6.	Understand collection and recovery methods.	6.1	Identify various collection strategies and methods.
		6.2	Identify techniques used in collections letters and telephone collections work.
		6.3	Describe how to deal with non-payment and disputes.
		6.4	Describe the steps for debt recovery through the County Court and High Court.
		6.5	Explain the role and involvement of third party debt advisors in consumer credit.
		6.6	Describe the procedures for tracing absconders using both in-house and external resources.

Indicative content

1.	<ul style="list-style-type: none"> • Provision of credit. • Control of credit. • Differences and features of trade, export and consumer credit. • Working capital. • Impact of offering credit.
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2.	<ul style="list-style-type: none"> • How the credit function fits into the overall organisation of a company. • Functions and structure of a credit department. • The relationships of a credit department with other departments. • Key measures of credit department performance and target setting. • The role and qualities of the credit manager. • Value of good customer service and how this can be achieved in a credit department. • The importance of a credit policy.
3.	<ul style="list-style-type: none"> • Promotion and sale of consumer credit. • How organisations market credit as a product. • Marketing strategies available to organisations that use credit as a product. • Advantages and disadvantages of different types of consumer credit products from the perspective of the customer as well as the supplier.
4.	<ul style="list-style-type: none"> • Features of different payment terms and methods of payment. • Why initial and continuous risk assessment and control is necessary. • Identifying credit qualities (the 4 C's) that should be investigated. • Sources and value of information available to assess applications for consumer credit. • Calculation of credit limits and how credit scoring can be used in the processing of consumer credit applications and the monitoring of consumer creditworthiness. • How credit insurance protection works. • The key provisions of Money Laundering Regulations and the Data Protection Act. • Sources of finance.
5.	<ul style="list-style-type: none"> • Design of credit application forms, statements and other documents for consumer credit. • The purpose and features of these documents. • The content and purpose of a customer master file. • Principal features of a credit scoring system. • The importance of monitoring the performance of credit application systems and scorecards and the various ways they can be adjusted. • Principle features of a telephone predictive dialer. • Computerised systems and the benefit to the credit management function.

6.	<ul style="list-style-type: none"> • Techniques necessary for effective collection letters and telephone collection work. • Advantages and disadvantages of strategies and methods of collection activity. • Methods of dealing effectively with queries and non-payment. • Basic steps for debt recovery in the High and County Courts. • Advantages and disadvantages of using third parties. • Evaluating a third party before entering into a service agreement. • Involvement and role of third party debt advisors. • Procedures for in-house and external tracing of absconders. • Consumer Credit Act 2006 and legislation relating to the harassment of debtors. • Personal insolvency.
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Assessment

One hour online examination involving 60 multiple choice questions.

Taking Control of Goods

13 Guided Learning Hours 90 Total Qualification Time Hours

Aim

The unit aims to establish baseline knowledge of Taking Control of Goods and meet the certification requirements of enforcement agents.

1. Understand the role of enforcement agents within the enforcement profession

- Describe the structure of the enforcement sector
- Explain the purpose of the enforcement profession
- Explain the role and responsibilities of enforcement agents in accordance with legal requirements
- Explain the meaning of commonly used terminology

2. Understand the law relevant to enforcement agents

- Identify the powers and obligations conferred by relevant Acts and regulations
- Identify aspects of human rights legislation that are relevant to enforcement
- Identify enforcement agents' obligations in respect of data protection legislation
- State possible consequences of not complying with legislation and regulations

3. Understand the practice of taking control of goods

- Identify categories of legally exempt goods
- Explain an enforcement agent's rights of entry and re-entry
- Describe how to deal with common types of ownership and exemption disputes
- Explain the process of taking control of goods in accordance with legal and regulatory requirements

4. Understand the practice of removal and sale of goods

- Explain the process of removal of controlled goods in accordance with legal and regulatory requirements
- Explain how to sell controlled goods in accordance with legal and regulatory requirements
- Describe the implications of the sale of controlled goods on those involved

5. Understand relevant aspects of customer care

- Describe how an enforcement agent can deliver good customer care in accordance with national standards
- Describe how to deal with vulnerable people in accordance with national standards and regulations
- Describe how to handle complaints in accordance with national standards and regulations

6. Understand how to manage conflict situations

- Assess risks associated with a range of conflict situations
- Explain how to reduce risks associated with potential conflict situations
- Explain how to defuse conflict situations

Assessment

One hour online examination involving 60 multiple choice questions.

Taking Control of Goods

13 Guided Learning Hours 90 Total Qualification Time

Learning outcomes The learner will:		Assessment criteria The learner can:	
1	Understand the role of enforcement agents within the enforcement profession.	1.1	Describe the structure of the enforcement sector.
		1.2	Explain the purpose of the enforcement profession.
		1.3	Explain the role and responsibilities of enforcement agents in accordance with legal requirements.
		1.4	Explain the meaning of commonly used terminology.
2	Understand the law relevant to enforcement agents.	2.1	Identify the powers and obligations conferred by relevant Acts and regulations.
		2.2	Identify aspects of human rights legislation that are relevant to enforcement.
		2.3	Identify enforcement agents' obligations in respect of data protection legislation.
		2.4	State possible consequences of not complying with legislation and regulations.
3	Understand the practice of taking control of goods.	3.1	Identify categories of legally exempt goods.
		3.2	Explain enforcement agent's rights of entry and re-entry.
		3.3	Describe how to deal with common types of ownership and exemption disputes.
		3.4	Explain the process of taking control of goods in accordance with legal and regulatory requirements.
4	Understand the practice of removal and sale of goods.	4.1	Explain the process of removal of controlled goods in accordance with legal and regulatory requirements.
		4.2	Explain how to sell controlled goods in accordance with legal and regulatory requirements.
		4.3	Describe the implications of the sale of controlled goods on those involved.

5	Understand relevant aspects of customer care.	5.1	Describe how an enforcement agent can deliver good customer care in accordance with national standards.
		5.2	Describe how to deal with vulnerable people in accordance with national standards and regulations.
		5.3	Describe how to handle complaints in accordance with national standards and regulations.
6	Understand how to manage conflict situations.	6.1	Assess risks associated with a range of conflict situations.
		6.2	Explain how to reduce risks associated with potential conflict situations.
		6.3	Explain how to defuse conflict situations.

Indicative content

1.	<ul style="list-style-type: none"> • Key developments of enforcement profession. • Structure of enforcement sector. • Purpose of enforcement profession. • How enforcement agent's role fits into legal process. • Key functions of enforcement agents. • Meaning of current terminology commonly used in enforcement profession e.g. <ul style="list-style-type: none"> – creditor/claimant – debtor/defendant – enforcement – enforcement agent business – enforcement agent – Warrant and Writs of Control – taking control of goods – possession – committal and arrest – Liability Order. • Role of police when called by enforcement agent or debtor. • How fees and charges are applied at various stages. • Importance of correct handling of payments.
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2	<ul style="list-style-type: none"> • Powers and obligations conferred by the Tribunals, Courts and Enforcement Act 2007 and associated regulations, including Commercial Rent Arrears Recoveries (CRAR). • Relevant aspects of Human Rights legislation. • Enforcement Agents' data protection obligations. • Consequences of enforcement agent not complying with current legislation.
3	<ul style="list-style-type: none"> • Categories of legally exempt goods. • Enforcement agents' rights of entry and re-entry. • Common types of ownership and exemption disputes. • How to deal with common types of ownership and exemption disputes. • Process for taking control of goods, including: <ul style="list-style-type: none"> – Different ways of taking control of goods – Obligations of Enforcement agent – Obligations of debtor. • Documentation that must be completed when taking control of goods. • Importance of accurate and legible completion of documentation. • Importance of providing information about payment opportunities and consequences of non-payment.
4	<ul style="list-style-type: none"> • Process for removal of controlled goods. • Process for the sale of controlled goods. • Duty of care when removing and selling controlled goods. • Documentation that must be completed when removing and selling controlled goods. • Enforcement Agent's responsibilities for making or obtaining a valuation of controlled goods. • Methods of selling removed controlled goods under current legislation. • Responsibilities for selling removed controlled goods under current legislation. • Implications of sale of controlled goods on those involved, including: <ul style="list-style-type: none"> – Debtor – Purchaser – Enforcement agent – Auctioneer.

5	<ul style="list-style-type: none"> • Identification of an enforcement agent's customers. • How an enforcement agent can deliver good customer care. • Requirements of National Standards for Enforcement Agents relating to: <ul style="list-style-type: none"> - Professionalism and conduct - Complaints/discipline - Information and confidentiality - Time and hours - Vulnerable situations. • People who might be vulnerable during the enforcement process. • Actions to take in situations where vulnerable people are involved. • Enforcement agent's obligations for dealing with real and potential complaints. • Complaint handling – where complaints can be escalated.
6	<ul style="list-style-type: none"> • How to recognise and assess conflict situations. • How to defuse and resolve conflict situations. • How to reduce risks associated with potential conflict situations.

Assessment

One hour online examination involving 60 multiple choice questions.

Consumer Collections

26 Guided Learning Hours 104 Total Qualification Time

Aim

This intermediate award provides an understanding of the concepts, processes and techniques that underpin best practice within consumer credit management.

Syllabus topics

1. Principles of consumer collections (18%)

- Evolution of debt collection as a function
- Identification of why customers fall into arrears
- Collection life cycle
- Key systems and technology
- Common debt repayment arrangements

2. Regulation and industry frameworks for consumer collections (9%)

- Risks associated with consumer collections
- Legal, regulatory and industry frameworks
- Impact of frameworks on collections work

3. Commencement of consumer collections (12%)

- Types of financial and non-financial information required
- Validation of accuracy of customer information
- Locating missing information
- Customer segmentation

4. Consumer collection contact (22%)

- Plan for outbound calls
- Appropriate methods of building accurate picture of customers' situation
- Techniques for identifying vulnerable customers
- Communicating with and supporting vulnerable customers
- Establishing repayment plans
- Disputes and conflicts

5. Action in response to continued non-payment (9%)

- Taking appropriate action toward non-payment
- Affordability of repayment plans
- Negotiation of revised repayment arrangements

6. Preparation for legal proceedings (12%)

- Documents used in the debt collection process
- Accuracy and timeliness of documentation
- Third party assistance in legal recovery
- Writing off debts

7. Effective consumer collection processes (18%)

- Maintenance of compliant collection processes
- Methods of checking quality and integrity of work
- Training and support for collection teams
- Setting and monitoring effective operational targets
- Partnership maximisation

Assessment

One hour online examination involving 60 multiple choice questions.

Consumer Collections

26 Guided Learning Hours 104 Total Qualification Time

Level 2 Award in Consumer Collections

Aim

To develop the knowledge and skills required for consumer collections work.

	Learning outcomes The learning will:		Level 2 Assessment criteria The learner can:
1	Know the principles of consumer collections.	1.1	Describe the evolution of debt collection as a function.
		1.2	Identify reasons why customers fall into arrears.
		1.3	Identify the steps involved in the collection life cycle from collections to recoveries.
		1.4	Identify common consumer collection methods for main customer types, including deceased customers.
		1.5	Describe key systems and technology which support consumer telephone collections.
		1.6	Identify common debt repayment arrangements.
2	Know the legal, regulatory and industry frameworks which relate to consumer collections.	2.1	Identify the risks associated with consumer collections.
		2.2	Identify legal, regulatory and industry frameworks which relate to consumer collections.
		2.3	Describe the impact of legal, regulatory and industry frameworks on consumer collections
3	Understand how to obtain sufficient information to commence consumer collections.	3.1	Describe the types of financial and non-financial information required before the commencement of debt collections.
		3.2	Explain the importance of validating the accuracy of financial accurate, customer information.
		3.3	Describe how missing information about customers can be located.
		3.4	Identify customer information which helps segment customers into main types and inform the collections process.
4	Know how to carry out consumer collection contact.	4.1	Describe how to plan for outbound telephone calls or visits (to a range of customers – Level 3) in arrears.
		4.2	Identify appropriate methods for building an accurate picture of the customer's situation.
		4.3	Describe techniques for identifying and communicating with customers in vulnerable circumstances.
		4.4	Describe arrangements that should be put in place to support customers in vulnerable circumstances.

		4.5	Describe how to establish a repayment plan and record a customer's ability and willingness to pay.
		4.6	Describe the importance of recording and tracking progress with any disputes or complaints.
		4.7	Describe the skills required to communicate with a range of customers in arrears, including abusive ones, in order to meet the needs of the customer and business.
5	Understand how to instigate action in response to continued non-payment.	5.1	Describe how to instigate action appropriate to the customer circumstance, in response to continued non-repayment.
		5.2	Describe how to check the affordability of repayment plans.
		5.3	Describe how to negotiate and agree revised repayment arrangements.
6	Understand how to prepare for legal proceedings.	6.1	Outline the documents used in the debt collection process.
		6.2	Outline the importance of ensuring the accuracy and timeliness of documentation.
		6.3	Describe the types of external stakeholders that can offer assistance in the debt recovery process.
		6.5	Describe circumstances when it would be in the interests of the creditor to write off a debt.
7	Understand effective consumer collection processes are maintained.	7.1	Describe how collection processes are maintained to ensure compliance with legal, regulatory and industry frameworks.
		7.3	Describe methods for checking the quality and integrity of work.
		7.4	Describe how collection team are trained and supported.
		7.5	Describe the effects for operational targets on collections activities.
		7.6	Describe how to monitor targets in order to improve performance.
		7.7	Describe how to maximise partnerships with a range of expert third party intermediaries.

Assessment 1-hour online examination (60 multiple choice questions).

Indicative content

1.1	<p>Evolution of debt collection globally as a function into a significant business area (exemplified by UK journey) including:</p> <ul style="list-style-type: none"> • rise of third party debt collection agencies. • increased role and impact of technology. • debt sale/purchase. • credit reference agencies. • impact of third party consumer support groups.
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	<ul style="list-style-type: none"> • impact of increased regulation. • growing distinction between concepts of consumer and commercial debt collection, private and public, regulated and non-regulated. • growth of debt management services. • in-house recoveries. • increasing focus on positive outcomes for all customers and debt prevention. • growth of clear company collection policies and philosophy linked to company's vision, mission and value statements.
1.2	<p>Reasons why customers fall into arrears including:</p> <p>Macro trends</p> <ul style="list-style-type: none"> – rise of consumer credit, expansion of credit products – increased consumerism – increased lending and excessive borrowing. <p>Personal circumstances</p> <ul style="list-style-type: none"> – Changes to benefits – Common issues resulting from billing – Change in circumstances – Life events – Non-standard requirements or credit history. <p>Health conditions which potentially makes a customer financially vulnerable</p> <ul style="list-style-type: none"> – Severe or long-term illness – Medical conditions – Mental health problems – Alcohol or drug abuse. <p>Limited capacity Being young, 'old', significant learning disabilities.</p> <p>Communication difficulties Lack of English language skills.</p> <p>Organisational action (or inaction) contributing to a vulnerable situation.</p>
1.4	<p>Steps involved in the collection life cycle from collections to recoveries:</p> <ul style="list-style-type: none"> – proactive collections – early delinquency – post default.
1.3	<ul style="list-style-type: none"> • Common consumer collection methods including collections letters or written communications, telephone calls, home visits, transfer to debt collection agencies, legal action. • Grant of probate, Letters of Administration. • Insolvency options: <ul style="list-style-type: none"> – Petition for Bankruptcy – Individual Voluntary Arrangement (IVA) – Debt relief order (DEO) – Administration order in England and Wales (Sequestration (Bankruptcy) and Trust Deeds – Scotland).
1.5	<p>Collections systems, master files, flags, e.g. to identify customers in vulnerable circumstances, dialler, automated voice messages, email and text.</p>

1.4	<ul style="list-style-type: none"> • Tailored options offered, e.g. freezing orders, winding back charges and payment holidays. • Flexible payment arrangements or social tariffs for customers in vulnerable circumstances.
2.1	<p>Key risks associated with debt collections:</p> <ul style="list-style-type: none"> • financial impact of uncollected debt on business. • effect of different debt collection strategies and timeframes on the customer's ability to self-manage debt. • customer harassment. • customer data risks. • customer redress. • organisation's reputation and brand. • potential fraud.
2.2	<p>Ways that government and sector bodies control debt collection in order to protect consumers. Legal, regulatory and industry frameworks:</p> <ul style="list-style-type: none"> • Government <ul style="list-style-type: none"> – Data-protection – Anti-harassment – Consumer Rights legislation. • Regulatory bodies - Role, statutory powers, complaint-handling and sanctions for non-compliance e.g. <ul style="list-style-type: none"> – Financial Conduct Authority (FCA) principles and regulations in UK (principles based regulation) – Sector regulation. <p>Overarching principles:</p> <ul style="list-style-type: none"> – Treating customers fairly – Business practice rules – e.g. FCA Principles – Rules of business practice (PRIN) – Characteristics of improper business practice. • Industry frameworks, e.g. Credit Services Association Code of Practice, Chartered Institute of Credit Management (CICM) Vulnerability Framework.
2.3	<p>Impact of legal, regulatory and industry frameworks on consumer collection:</p> <ul style="list-style-type: none"> • implications of non-compliance on business. • identifying fraudulent activity. • focus on individual circumstances. • responsible lending. • code of practice for accurate utility bills. • different type of customer solutions. • affordability. • identification and support for people in vulnerable circumstance. • increasing focus on positive outcomes for all customers and debt prevention.
3.1	Types of financial and non-financial information required before commencement of debt collections.
3.2	Importance of accurate, customer information before debt collection commences and accurate collection and recording during collection process.
3.3	<ul style="list-style-type: none"> • Locating missing information. Validation and verification requirements. • Locating a 'gone away' customer – tracing and investigation techniques.

	<ul style="list-style-type: none"> • Credit reference agency searches. • Alternative non-credit reference agency data sources: telephone, letter and field tracing techniques, use of external tracing and investigation services.
3.4	<ul style="list-style-type: none"> • Customer types: customer (will pay but don't, can't pay but could, and can't pay but wish to) financial difficulties, vulnerable customer, deceased – key elements and impact on collection process. • Segmentation and profiling information including <ul style="list-style-type: none"> – customer availability – payment behaviour, – information about any legal action or insolvency – queries. • Impact of customer type on recovery process. • Collections procedures including dynamic, tailored pathways for a full range of customer circumstances. • Pathways have clear, simple information and advice; appropriate internal and external communication and signposting; and a clear escalation process. • Best practice is to tailor approach offered to customers without seeing and treating customers in situations of vulnerability as a different group. • Types of debt (consumer debt – sole trader, partnership, limited companies, limited companies, joint/several liability; and consumer debt including sole and joint personal accounts, joint and several liability and deceased debtors).
4.1	<ul style="list-style-type: none"> • Call and customer visit preparation. • Legal and organisational requirements for contact methods e.g. <ul style="list-style-type: none"> – Timing – Advice to customer about quality checks and recordings made during a call – Verification of identity of a caller – Information which is confidential to the organisation and the customer. • Techniques for effective customer contact – know your customer. • How to make appropriate contact with customers, evidence to authenticate collectors' relations and explain their debt obligation. • Action when unable to make contact with customer.
4.2	<ul style="list-style-type: none"> • Appropriate methods to establish customer's ability and willingness to pay e.g. income and expenditure statements. • Methods for confirming customer details. Validating authenticity and accuracy of customer information. • Questioning techniques to build an accurate picture of customer's situation.
4.3	<p>Methods for identifying and signposting customers in vulnerable circumstances including:</p> <ul style="list-style-type: none"> • Triggers – behaviours and what customer says on call to indicate potential vulnerability. • Use of red flags. • use of conversation tools: TEXAS, BLAKE, IDEA, SPIDER, BRUCE. • Consent arrangements are established to enable third parties. • Consistent advice and treatment provided to those who are recently bereaved, have power of attorney or a third party mandate.

4.4	<ul style="list-style-type: none"> • Methods for supporting customers who are struggle to pay e.g. forbearance and due consideration, affordable repayments, appropriate payments for customer type, social responsibility funds. • Departments/external agencies which can provide debt advice. • Disclosure policy, compliant with data protection requirements. • Use of collections experts with time, authority and discretion to take a tailored approach for vulnerable customers. • Partnership with third parties for money advice. • Handling enquiries from third parties.
4.5	<ul style="list-style-type: none"> • How to establish affordable repayment plans. • How to close the call. • Referrals. • Maintenance of customer records.
4.6	<ul style="list-style-type: none"> • Dispute and complaint investigation and management.
4.7	<ul style="list-style-type: none"> • Empathy, active listening, probing, vocal techniques for conveying clear and coherent information. • Negotiation and influencing skills. • Handling of abusive or threatening calls. • Best practice customer communication. • Tailored communication methods and service delivery.
5.1	<ul style="list-style-type: none"> • Consequences of non-payment. • How to review customer accounts in an ethical manner. • How computerised systems help review payment settlements and instances of non-payment. • Action agreed with any relevant third parties.
5.2	<ul style="list-style-type: none"> • Affordability checks that identify priority debts. • Using the Common Financial Statement.
5.3	<ul style="list-style-type: none"> • Notification of relevant third parties. • Customer knows how to pay. • Consequences of non-payment.
6.1	<p>Legal proceedings documentation: e.g.</p> <ul style="list-style-type: none"> • Letter before action. • Default notice. • Pre-action Protocol documents.
6.2	Legal proceedings process rules: Civil Procedure Rules, Limitation Act.
6.3	<ul style="list-style-type: none"> • Legal firms that specialise in debt recovery. • Alternative Dispute Resolution specialists. • Money and Debt Advise organisations.
6.5	<ul style="list-style-type: none"> • Age of overdue balance. • Long term vulnerability. • Contested/disputed debt. • Customer identified as deceased where no estate to claim against.
7.1	<ul style="list-style-type: none"> • Compliance monitoring. • Service level agreement. • Record maintenance. • How to identify, record and investigate suspicions of fraudulent activity/money laundering.

7.3	<ul style="list-style-type: none"> • How quality of debt collection work is checked. • Speech analytics software help audit all calls.
7.4	<ul style="list-style-type: none"> • Induction and refresher training. • Team training and qualifications. • Regular one-to-one meetings, individual support and feedback on call handling • Best practice call guidance and sufficient time allowed for calls. • Flexibility given to allow conversation to develop naturally if sense that customer is experiencing difficulties. • Use of techniques e.g. flags and speech analytics to identify vulnerable customers. • Emotional health and professional well-being support. • Use of peer and team support.
7.5	<ul style="list-style-type: none"> • Effects of operational targets on collection activity. • Alignment of targets and incentives to correct identification and referral of potentially vulnerable people and building long-term sustainable relationships. • Frontline team empowered and incentivised to use their judgement.
7.6	<ul style="list-style-type: none"> • Importance of accuracy management information systems. • Arrangements to improve customer outcomes. • Customer feedback. • Dashboards with key statistics.
7.7	<ul style="list-style-type: none"> • Best practice partnership with third party organisations. • Clarification of level of partnership.

Assessment

One hour online examination involving 60 multiple choice questions.

Elective Awards

Assignment based units

There are a range of assignment based units:

- Level 2 Credit Control & Collections
- Level 2 Commercial Telephone Collections
- Level 2 Business Communications & Personal Skills
- Level 2 Consumer Telephone Collections

Learning for these units tends to be 'on the job'. Candidates complete a short assignment to demonstrate their level of competency.

Elective Awards

CICM assignment-based assessments are units which help improve effectiveness, for example, in credit risk management. They are based on one day or half day seminars and do not involve examinations. Instead you complete an assignment which helps build knowledge of how your company expects work to be carried out, and develop your skills through reflective practice.

Each unit is individually certificated. Additionally, it gives credits towards a CICM Certificate or Diploma in Credit & Collections. You will need to find a coach to help you with the assignment and act as your mentor. This could be your line manager, a tutor or another person with experience in training or credit management. Your coach will provide advice, check that you have completed fully each section and verify that the assignment is your own work.

Credit Control/Collections

40 Guided Learning Hours 91 Total Qualification Time

Aim

This entry level aims to assess essential knowledge and skills of Credit Controllers and Collectors.

Syllabus topics

1. Principles of credit/collections in organisation (30%)

- Importance of credit control/collections in organisation
- Structure of credit/collection function
- Organisational policies and procedures
- Product/services support explanation
- Personal work objectives

2. Risks related to credit control/collections (15%)

- Risks related to credit control/collections work
- Minimising risks

3. Working in a compliant way (20%)

- Compliance with legal, regulatory, or organizational requirements
- Consequences of not following organizational policies and procedures
- Raising concerns if errors made

4. Excellent service delivery (15%)

- Organisational standards and values
- Personal knowledge, skills and behaviours needed to ensure excellent service delivery

5. Reflective practice (20%)

- Evidence of effective credit control/collections
- Reflection on work and learning activities to make improvements to performance
- Progress identification and evaluation of performance

Assessment

One written assignment

Level 2 Credit Control/Collections

40 Guided Learning Hours 91 Total Qualification Time

Learning outcomes The learner will:		Assessment criteria LEVEL 2, The learner can:		D/615/2297
1.	Know how the principles of credit/collections applies to their role.	1.1	Explain the importance of credit control/collections in their organisation.	
		1.2	Describe the structure of their credit/collections function and where their role fits in.	
		1.3	Explain the products/services they support and who they work with to deliver these.	
		1.4	Describe their personal work objectives.	
2.	Know the risks related to credit control/collections work.	2.1	Identify the risks related to credit control/collections work.	
		2.2	Describe how their organisation minimizes risks related to credit control/collections work.	
3.	Know how to work in a compliant way.	3.1	Explain how to work in a way to ensure compliance with any legal, regulatory or organisational requirements.	
		3.2	Explain the consequences of not following organisational policies or procedures.	
		3.2	Explain how to raise concerns if errors are made.	
4.	Know how to ensure excellent service delivery.	4.1	Explain how their organisational standards and values influences the way that they carry out their work.	
		4.2	Explain the personal knowledge, skills and behaviours needed to ensure excellent service delivery.	
5.	Be able to demonstrate effective credit control/collections based on reflective practice.	5.1	Evidence effective credit control/collections over a period of at least one month.	
		5.2	Use reflection on work and learning activities to make improvements to performance.	
		5.3	Work with another person to identify progress and evaluate performance.	

Assessment

Assignment (Level 2 only)

Indicative content

1	<ul style="list-style-type: none"> Principles of credit management and collections. Nature and priorities of their organisation and organisational standards and values. Structure of their credit/collections function and where their role fits in. How their role fits in and different areas of the organisation that they work with. Organisational products/services and how their role supports the delivery.
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2	<ul style="list-style-type: none"> • Credit control/collections policies and techniques, e.g. credit policies, customer service standards, policies for working with vulnerable customers. • How to use external sources of information. • Relevant legal, regulatory, risk and compliance frameworks and requirements.
3	<ul style="list-style-type: none"> • Systems, tools and processes used in role and standards to be met in using these, including how to: <ul style="list-style-type: none"> – Organise own accounts, completing tasks to required organisational deadlines. – Track individual customer accounts, where necessary, taking appropriate action. – Take ownership through to completion, escalating when required. • Consequences of not following processes and when to raise concerns if errors are made.
4	<ul style="list-style-type: none"> • Professional standards of working practices; importance of integrity and ethical behaviour. • Organisational customer service standards and how to work positively with customers.
5	<ul style="list-style-type: none"> • Individual and team objectives and how to work consistently to support colleagues and collaborate to achieve results. • How to deal objectively with setbacks when they occur, learning for the future. • How to support others when setbacks occur, sharing learning with others. • How to keep up to date with relevant changes and work with a manager to build capability and identify opportunities to improve work practices and performance.

Assessment

One written assignment.

Commercial Telephone Collections

33 Guided Learning Hours 105 Total Qualification Time

Aim

This unit aims to develop the knowledge, skills and behaviours required for commercial telephone collections.

Syllabus topics

1. Commercial telephone collection (10%)

- Qualities required for commercial telephone collections work
- Organisational measurement of quality of telephone collections

2. Main customer types and collection processes (15%)

- Identification of main types of customers in arrears
- Organisational collection process for each customer type
- Objective of collection calls for each customer type

3. Rules relating to commercial telephone collections (10%)

- Key laws and regulations
- Key organizational rules required to ensure compliance with legal and regulatory requirements

4. Conducting commercial telephone collection calls (30%)

- Organisation of commercial collections calls
- Structure of commercial telephone collections calls
- Techniques to build customer relations
- Excuses for late payment
- Vocal techniques used in commercial collections calls
- Post call action

5. Effective negotiations (25%)

- Assertiveness during commercial collections calls
- Influencing techniques used during commercial collection calls
- Overcoming resistance during commercial collections calls
- Negotiation in a commercial collections call
- Handling disputes and dealing with angry callers

6. Reflective practice (10%)

- Explanation of key personal strengths in collections call handling
- Reflection on work and learning activities to make improvements to performance

Assessment

Assignment based assessment.

Commercial Telephone Collections

33 Guided Learning Hours 105 Total Qualification Time

Aim

The unit aims to develop the knowledge, skills and behaviours required for commercial telephone collections.

Learning outcomes The learner will:		LEVEL 2 Assessment criteria The learner can:	
1	Understand what makes a good commercial telephone collector.	1.1	Describe the qualities required for commercial telephone collections work (knowledge, skills and behaviours).
		1.2	Describe how their organisation measures the quality of telephone collections work.
2	Be able to identify main customer types and collection processes.	2.1	Describe main types of customers in arrears that they work with.
		2.2	Summarise their organisation's collection process for each customer type.
		2.3	State the main objective of collections calls for each of their customer types.
3	Know the rules which relate to commercial telephone collections work.	3.1	Identify key laws and regulations which relate to their commercial telephone collections work.
		3.2	Summarise key organisational rules which they must follow to ensure compliance with these legal and regulatory requirements.
4	Know how to conduct commercial telephone collections call.	4.1	Describe how they organise commercial collections calls in order to maximise cash collection.
		4.2	Describe how they prepare for a commercial collection call.
		4.3	Explain how they structure conversations in a commercial collections call.
		4.4	Exemplify techniques they use to build customer relations while carrying out a commercial collections call.
		4.5	Describe their response to a variety of excuses for late payment.
		4.6	Describe the vocal techniques they use in commercial collections calls.
		4.7	Describe post call action.
5	Be able to negotiate effectively during a collections call.	5.1	Exemplify how they are assertive and remain assertive during a commercial collections call.
		5.2	Exemplify influencing techniques that they have used in a commercial collections call.
		5.3	Describe how they overcome resistance during a commercial collection call.
		5.4	Exemplify how they have negotiated win:win situation in a commercial collections call.

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6	Be able to reflect on the commercial collections calls they have carried out over a period of time.	5.5	Describe how they handle disputes raised in a commercial collections call.
		5.6	Explain how they deal professionally with an angry caller.
		6.1	Explain their key personal strengths in collections call handling.
		6.2	Identify areas for development.

Indicative content

1.1	<ul style="list-style-type: none"> • Role of commercial telephone collectors. • Qualities required for commercial telephone collections work (knowledge, skills and behaviours).
1.2	<ul style="list-style-type: none"> • Quality checks and call monitoring. • Targets or key performance indicators (KPIs).
2.1	How to distinguish main types of customers in arrears: will pay (e.g. lack of organisation; payment run misalignment), won't pay (e.g. company policy, query), can't pay (e.g. cash flow, financial difficulties) – key elements and impact on collection process.
2.2	Collection process for each main customer type: will pay, won't pay, can't pay.
2.3	Objectives of call; outcomes; organisational policies, e.g. credit policy.
3.1	<p>Relevant law depending on type of debt (Candidate's focus on relevant area). Areas for consideration:</p> <ul style="list-style-type: none"> • General Data Protection Regulations (GDPR) • Late payment legislation • Anti-harassment • Anti-Money Laundering / fraud • Sector regulations e.g. Ofwat, Ofgem, Ofcom.
3.2	<p>Key organisational rules to ensure compliance, e.g.</p> <ul style="list-style-type: none"> • Information which is confidential to the organisation and the customer. • Communication with customer – what is unfair practice? • Call preparation. • Corporate governance. • Sarbanes Oxley segregation of duties.
4.1	<ul style="list-style-type: none"> • Factors which influence success of a call. • How to organise a call in order to maximise cash collection.
4.2	<p>How to plan a commercial collection call.</p> <ul style="list-style-type: none"> • Identifying customer types and strategies for dealing with them. • Establishing clear objectives.
4.3	<ul style="list-style-type: none"> • How to structure conversations in a commercial collections call. • The five stages in a good telephone call: preparation, building rapport, asking for the money, closing the call, follow up. • Importance of a clear opening, control, flexibility and a strong close.
4.4	<p>How to build customer relations while carrying out a commercial collections call:</p> <ul style="list-style-type: none"> • Building customer understanding, payment cycle, support with query handling. • Empathy and wider understanding of commercial outcomes.

	<ul style="list-style-type: none"> • Follow up to confirm arrangements.
4.5	<ul style="list-style-type: none"> • Responses to excuses for late payment, e.g. <ul style="list-style-type: none"> – Bureaucracy. – Invoice queries and disputes. – Cash flow problems. – Evasive, don't want to pay.
4.6	<p>Vocal techniques for commercial collections calls:</p> <ul style="list-style-type: none"> • Attitude as a controllable choice. • Customer dynamics. • Voice tone techniques. • Persuasive language patterns. • Building rapport. • Aggressive, submissive, assertive behaviours. • Keeping calm under pressure.
4.7	Post call action including recording, diarising, action planning and follow up.
5.1	<p>Evidencing assertive skills in commercial collections calls:</p> <ul style="list-style-type: none"> • Dealing with reasons for non-payment in an assertive way. • Drilling down - using questioning skills. • How to stop use of the same excuse again.
5.2	<p>Evidencing influencing skills in commercial collections calls:</p> <ul style="list-style-type: none"> • Staying focused, listening and clarifying. • Reaching workable solutions. • Behaviour - Adult, Parent, Child.
5.3	<p>How to overcome resistance in commercial collections calls:</p> <ul style="list-style-type: none"> • Selling the need to pay. • Reaching the decision-maker.
5.4	<p>Evidencing negotiation skills in commercial collections calls:</p> <ul style="list-style-type: none"> • Principles of successful negotiation, establishing a win:win position. • Closing the deal and follow up action.
5.5	<ul style="list-style-type: none"> • Handling queries, disputes and conflict. • Management of complaints. • Organisational policies.
5.6	Dealing with angry customers; handling verbal abuse; organisational policy; referral.
6.1	Reflective practice.
6.2	How to identify opportunities to improve work practices and successfully implement changes that are required.

Assessment

Assignment (Level 2 only).

Consumer Telephone Collections

33 Guided Learning Hours 105 Total Qualification Time

Aim

This unit aims to develop the knowledge, skills and behaviours required for consumer telephone collections.

Syllabus topics

1. Consumer telephone collection (15%)

- Role of consumer telephone collectors in organisation
- Qualities required for consumer telephone collections work
- Organisational measurement of quality of telephone collections

2. Consumer collections with main customer types (15%)

- Handling of consumer collection calls with main customer types
- Identification of customers in vulnerable circumstances
- Handling calls with vulnerable customers

3. Rules relating to consumer telephone collections (10%)

- Key laws and regulations
- Key organisational rules required to ensure compliance with legal and regulatory requirements

4. Conducting consumer telephone collection calls (30%)

- Essential checks at start of consumer collections
- Developing dialogues with customers
- Vocal techniques used in commercial collections calls
- Questions used to build an accurate picture of a customer's situation
- Establishing an affordable repayment plan
- Reaching a commitment and closing a call
- Post call action
- Importance of accurate call records

5. Effective negotiation (20%)

- Assertiveness during consumer collections calls
- Influencing techniques used during consumer collection calls
- Overcoming resistance during consumer collections calls
- Negotiation in a consumer collections call
- Handling disputes and verbal abuse

6. **Reflective practice** (10%)

- Explanation of key personal strengths in collections call handling
- Reflection on work and learning activities to make improvements to performance

Assessment

Assignment based assessment.

Consumer Telephone Collections 90 qualification time

33 Guided Learning Hours 105 Total Qualification Time

Aim

The unit aims to develop the knowledge, skills and behaviours required for consumer telephone collections.

Learning outcomes The learner will:		LEVEL 2 Assessment criteria The learner can:	
1	Understand what makes a good consumer telephone collector.	1.1	Describe the role of consumer telephone collectors in their organisation.
		1.2	Describe the qualities required for consumer telephone collections work (knowledge, skills and behaviours).
		1.3	Describe how their organisation measures the quality of telephone collections work.
2	Know how to handle consumer collections calls with main customer types.	2.1	Describe how to handle consumer collections calls with main customer types.
		2.2	Describe how they identify customers in vulnerable circumstances.
		2.3	Describe how they would handle a call with a vulnerable customer.
3	Know the rules which relate to consumer telephone collections work.	3.1	Identify key laws and regulations which relate to their consumer telephone collections work.
		3.2	Summarise key organisational rules to ensure their compliance with these regulatory and legal requirements.
4	Know how to conduct consumer telephone collections call in accordance with legal and organisational requirements.	4.1	Describe essential checks made at the start of a consumer collections call.
		4.2	Exemplify how they develop the dialogue with a customer.
		4.3	Describe vocal techniques for conveying clear and coherent information.
		4.4	Describe questions they use to build an accurate picture of a customer's situation.
		4.5	Exemplify how they establish an affordable repayment plan.
		4.6	Describe how they reach a commitment and close a call.
		4.7	Describe post call action, where applicable, including call logging.
		4.8	Explain the importance of accurate call records.

5	Be able to negotiate effectively during a collections call in accordance with legal and organisational requirements.	5.1	Exemplify how they are assertive and remain assertive during a collections call in accordance with legal and organisational requirements.
		5.2	Exemplify influencing techniques that they have used in a collections call.
		5.3	Describe how they overcome resistance during a collection call.
		5.4	Exemplify how they have negotiated win:win situation in a collections call.
		5.5	Describe they handle disputes.
		5.6	Explain how they would handle any verbal abuse during a collections call.
6	Be able to reflect on the consumer collections calls they have carried out over a period of time.	6.1	Explain their key personal strengths in collections call handling.
		6.2	Identify areas for development.

Indicative content

1.1	<ul style="list-style-type: none"> • Role of consumer telephone collectors. • Company collection culture. • Collection policy and philosophy. • How are collectors perceived inside and outside the business.
1.2	Qualities required for consumer telephone collections work (knowledge, skills and behaviours).
1.3	<ul style="list-style-type: none"> • Quality checks and call monitoring. • Targets or key performance indicators (KPIs).
2.1	<ul style="list-style-type: none"> • How to distinguish main types of customers in arrears: will pay, won't pay, can't pay, financial difficulties, vulnerable customer, deceased – key elements and impact on collection process.
2.2	Methods for identifying, signposting and handling calls with customers in vulnerable circumstances, including: TEXAS, BLAKE, IDEA, SPIDER, BRUCE.
2.3	Organisational policy and procedure; vulnerability frameworks; signposting and warm transfers to departments/external agencies which can provide debt advice.
3.1	<ul style="list-style-type: none"> • Relevant law, regulations and industry code of practices/guidelines depending on type of debt (Candidate's focus on relevant area). Areas for consideration: • Financial Conduct Authority (FCA) principles and regulation. • Know your Customer (KYC). • Treating Customers Fairly (TCF). • General Data Protection Regulations (GDPR). • Credit Services Association Code of Practice. • Anti-harassment. • Anti-money laundering / fraud. • Sector regulations e.g. Ofwat, Ofgem, Ofcom.

3.2	Key organisational rules to ensure compliance, e.g. <ul style="list-style-type: none"> • Timing. • Advice to customer about quality checks and recordings made during a call. • Verification of identity of a caller. • Information which is confidential to the organisation and the customer. • Communication with customer – what is unfair practice? • Call preparation.
4.1	How to make appropriate contact with customers, evidence to authenticate collector's relations and explain their debt obligation.
4.2	Developing dialogue with the customer. Questioning techniques, listening skills, counselling skills.
4.3	Vocal techniques for consumer collections calls: <ul style="list-style-type: none"> • Attitude as a controllable choice. • Customer dynamics. • Voice tone techniques. • Persuasive language patterns. • Building rapport. • Aggressive, submissive, assertive behaviours. • Keeping calm under pressure.
4.4	<ul style="list-style-type: none"> • Questioning techniques to build an accurate picture of a customer's situation. • Appropriate methods to establish customer's ability and willingness to pay.
4.5	How to establish an affordable repayment plan – income and expenditure statements.
4.6	How to reach a commitment and close a call.
4.7	Post-call action, including call logging where relevant.
4.8	Importance of accurate call records.
5.1	Evidencing assertive skills in consumer collections calls: <ul style="list-style-type: none"> • Dealing with reasons for non-payment in an assertive way. • Drilling down - using questioning skills. • How to stop use of the same excuse again.
5.2	Evidencing influencing skills in consumer collections calls: <ul style="list-style-type: none"> • Staying focused, listening and clarifying. • Reaching workable solutions. • Behaviour - Adult, Parent, Child.
5.3	How to overcome resistance in consumer collections calls: <ul style="list-style-type: none"> • Selling the need to pay. • Reaching the decision-maker.
5.4	Evidencing negotiation skills in consumer collections calls: <ul style="list-style-type: none"> • Principles of successful negotiation, establishing a win:win position. • Closing the deal and follow up action.
5.5	<ul style="list-style-type: none"> • Handling queries, disputes and conflict. • Management of complaints. • Organisational policies.
5.6	Dealing with abusive calls.
6.1	Reflective practice.

6.2	How to identify opportunities to improve work practices and successfully implement changes that are required.
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Assessment

Assignment (Level 2 only).

Business Communications and Personal Skills

32 Guided Learning Hours 75 Total Qualification Time

Aim

To develop the business communications and personal skills required for credit controller and debt collection specialist and enforcement work.

Syllabus topics

1. Personal skills and behaviours required at work (45%)

- Importance of a range of personal skills
- Identification of personal strengths and challenges
- Organisational measurement of quality of telephone collections

2. Communication in the business environment (10%)

- Effective communication using a variety of media

3. Building good relationships with colleagues and customers (45%)

- Resolving issues using communication and personal skills
- Effective team working
- Progressive business communications and personal skills

Assessment

Assignment based assessment.

Business Communications and Personal Skills

32 Guided Learning Hours 75 Total Qualification Time

	Learning outcomes The learning will:	Assessment criteria L/615/3218 The learner can:	
1	Understand the personal skills and behaviours required at work.	1.1	Explain the importance of a range of personal skills for their area of work.
		1.2	Identify own strengths and challenges in relation to required personal skills and behaviours at work.
		1.3	Explain the importance of teamwork.
		1.4	Explain behaviours which help teams work effectively to achieve objectives.
2	Know how to communicate in the business environment.	2.1	Explain how they communicate effectively using a range of media.
3	Be able to use effective communication and personal skills to build good relationships with colleagues and customers.	3.1	Exemplify their ability to build good customer relationships.
		3.2	Evidence personal involvement in an issue which results in resolution and demonstrates effective business communication and personal skills.
		3.3	Evidence effective teamwork over a period of at least a month.
		3.4	Explain progress with their business communications and personal skills.

Indicative content

1	<ul style="list-style-type: none"> • Importance of specific personal skills and behaviours for area own area of work taking into consideration: <ul style="list-style-type: none"> – Nature and priorities of their organisation. – Principles and priorities related to their areas of work. – Policies and techniques used in their role. – Legal, regulatory, risk and compliance requirements. • Professional standards they need to work within. • Organisational values, standards, policies, procedures. • Requirements for excellent service delivery, work planning, teamwork, communication and relationship building, negotiation and decision making, and continuous improvement. • Time management. • Negotiation and decision-making. • Initiative – taking ownership through to completion and escalating when required. • Commitment – displaying energy and enthusiasm. • Resilience – staying positive when under pressure, dealing objectively with setbacks when they occur, learning for the future and sharing
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The Recognised Standard

T: 01780 722909

E: education@cicm.com

www.cicm.com

	<p>learning with others.</p> <ul style="list-style-type: none"> • Flexibility – adapting to changing priorities effectively, re-prioritising, supporting others with change. • Communication skills and relationship building – using sound communication skills, listening actively and adapting style, handling difficult situations professionally and providing support. • Honesty and integrity – treating sensitive information in a confidential way. • Ability to embrace change and respond positively to new priorities. • Importance of teamwork for own area of work and behaviours which help teams work effectively to achieve objectives.
2	<ul style="list-style-type: none"> • How to communicate effectively with customers/colleagues using a range of media and appropriate language.
3	<ul style="list-style-type: none"> • Awareness of internal and external customers, their importance to the organisation and of building good relations. • How to build good relationships with customers while dealing with a potentially difficult topic. • How to adapt style to that of the customer and actively listen to understand their needs. • How to handle difficult and sensitive situations professionally, working to support and retain a positive relationship with the customer. • How to work with customers to identify mutually acceptable solutions. • The importance of taking ownership through to resolution, escalating where necessary. • How to identify opportunities to improve work practices and successfully implement changes that are required.

Assessment

One written assignment.

Useful contacts

Learner study advice service 9:00 – 17:00 (UK time) Monday - Friday	T: +44 (0)1780 722909
Advice on studying for CICM qualifications	E: info@cicm.com
Advice on any aspect of the assessment process	E: awardingbody@cicm.com
Advice on CICM membership	T: +44(0)1780 722903 E: cicmmembership@cicm.com
Subscriptions and accounts department	T: +44 (0)1780 722908
CICM website	www.cicm.com

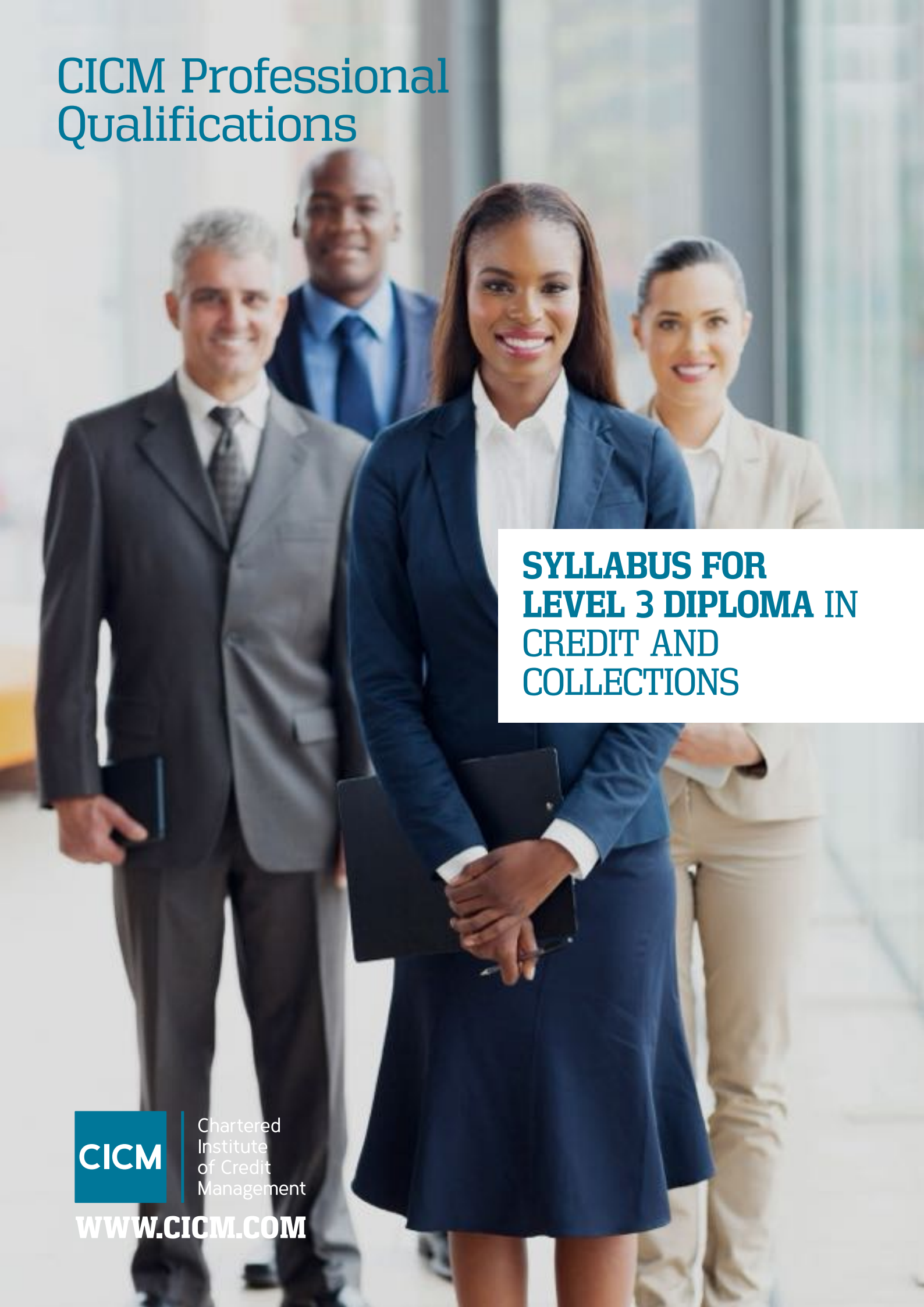
Chartered Institute of Credit Management

1 Accent Park
Bakewell Road
Orton Southgate
Peterborough
PE2 6XS

Chartered Institute of Credit Management

The Chartered Institute of Credit Management (CICM) is the largest recognised professional body in the world for the credit management community. Formed over 75 years ago, the Institute was granted its Royal Charter in 2014. Representing all areas of the credit and collections lifecycle, it is the trusted leader and expert in its field providing its members with support, resources, advice, and career development as well as a networking and interactive community. In addition to its comprehensive suite of qualifications and learning opportunities, events and magazine 'Credit Management', the CICM administers the Prompt Payment Code for BEIS. Independently, and through collaboration with business organisations, it provides vital advice to businesses of all sizes on how best to manage cashflow and credit.

CICM Professional Qualifications



SYLLABUS FOR LEVEL 3 DIPLOMA IN CREDIT AND COLLECTIONS

CICM

Chartered
Institute
of Credit
Management

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CICM Level 3 Awards and Diplomas in Credit Control & Collections

For advanced skills and knowledge

The Chartered Institute of Credit Management's (CICM) Level 3 Diploma provides advanced knowledge and skills for professionals working in or towards senior operational roles in credit, collections, or enforcement. Awarded by the largest recognised professional body for the credit management community in the world, the CICM Level 3 Diploma in Credit Control & Collections is internationally recognised and regulated by the Office of Qualifications and Examination Regulations (Ofqual), CCEA (Northern Ireland) and Qualifications Wales. CICM also holds End Point Assessment Organisation status for Level 3 Advanced Credit Controller/Debt Collection Specialist apprenticeships.

Awards in Credit and Collections

Level 3-unit awards demonstrate knowledge and skills in a specific area of credit control /collections. Learners gain a unit award certificate following successful completion of an examination or assignment. Unit awards can be used towards a Diploma in Credit Control and Collections.

Level 3 Diploma in Credit and Collections

The CICM Level 3 Diploma demonstrates expertise and detailed knowledge in credit management, collections or enforcement. The qualification is an optional part of the Level 3 Advanced Credit Controller/Collector apprenticeship.

The Diploma is designed for roles such as credit control seniors, team leaders, collections specialists, credit analysts, enforcement agents and people for whom credit management, collections and/or enforcement forms a prominent part of their role.

The qualification is pitched at Level 3 on the Regulated Qualification Framework for England, Wales and Northern Ireland and is mapped to the [CICM Professional Standards](#). (See Appendix A: 83) for confirmation of mapping to Professional Standards. See www.gov.uk to compare qualification levels in different countries.

CERTIFICATE AND DIPLOMA IN CREDIT AND COLLECTIONS

For professionals working at operational level or looking for an introduction to credit management, collections or enforcement

Level 2

DIPLOMA IN CREDIT AND COLLECTIONS

For professionals working in, or working towards, senior operational roles in credit management, collections or enforcement

Level 3

DIPLOMA IN CREDIT AND COLLECTIONS MANAGEMENT

For professionals working in, or working towards, managerial or leadership roles in credit management, collections or enforcement

Level 5

Progression

Learners can progress onto the Level 5 Diploma in Credit and Collections and the entry requirements are:

- Level 3 Diploma in Credit and Collections
- and/or
- Minimum CICM Associate Membership grade

CICM strongly recommends the completion of Level 3 passes or exemptions in credit management, accounting principles, business environment and business law because the programme assumes robust knowledge of these areas.

Also please note that holders of the Level 5 Diploma would only gain Graduate Membership of the Chartered Institute of Credit Management – MCICM(Grad) if they had achieved, in addition, a CICM Level 3 Diploma ACICM(Dip) and/or Professional Membership (MCICM) or Fellowship (FCICM) through the membership experience assessment route.

Entry requirements

There are no minimum Level 3 entry requirements, however CICM strongly recommends that candidates hold Level 2 qualifications in Math and English before they commence the Level 3 Diploma programme. Also, learners should have a strong command of English if this is their second language.

If learners are unsure if the Level is suitable for them, they are encouraged to contact CICM for assistance. Useful contact details can be found at the end of this syllabus.

Candidates need to decide whether they are aiming for the Level 2 qualifications or Level 3 Diploma. CICM strongly recommends that learners first take either the credit management or consumer collections online exam as results from these units can be used towards a Level 2 or a Level 3 qualification, depending on the level of pass achieved.

Learners must include a credit management principles or consumer collections unit in their selection to gain a CICM Level 3 Diploma.

For these units, Level 2 and Level 3 learners often study from the same learning materials and results depend on the level of attainment in an examination or assignment. The level of the final qualification will depend on the level of units that are passed. The Level 3 Diploma in Credit and Collections requires four Level 3 passes.

Structure

Learners can complete any number of units in any order. Each unit award is individually certificated.

Learners need to complete **four units** to gain a Level 3 Diploma in Credit and Collections. This must include at least one mandatory unit of which only one of Credit Management (trade, export, and consumer), Trade Credit Management, Export Credit Management or Consumer Credit Management is allowed. All passes must be at Level 3.

See table below:

Level 3 mandatory units (assessed by exam)
<ul style="list-style-type: none">• Credit Management (trade, export, consumer)• Trade Credit Management• Export Credit Management• Consumer Credit Management• Consumer Collections

Level 3 optional units (assessed by exam)
<ul style="list-style-type: none"> • Accounting Principles • Business Law • Business Environment
Level 3 optional units (assessed by assignment)
<ul style="list-style-type: none"> • Advanced Business Communications and Personal Skills • Credit Risk Management • Advanced Collections • Debt Recovery Management • Advanced Enforcement • Vulnerability Support

See page 11 onwards for unit learning outcomes, assessment criteria and indicative content.

Learning hours

CICM currently recommends a total qualification time of between 75 and 104 learning hours per award, depending on the unit chosen. You will find the total qualification time for each award in the unit content, found from page 11 onwards.

A CICM Diploma takes about two years to complete, depending on how many awards a learner takes at one time and whether any awards are exempted because of prior qualifications.

Qualification	Accreditation Code	GLH	TQT
Level 3 Diploma in Credit & Collections	Ofqual: 603/3993/7 Qualification Wales: C00/3784/2	154	411

Ofqual Level 3 descriptors

The following summarises the level of achievement required to pass these qualifications:

Knowledge and understanding	<ul style="list-style-type: none"> • Use factual, procedural, and theoretical understanding to complete tasks and address problems that while well-defined may be complex and non-routine. • Interpret and evaluate relevant information and ideas. • Be aware of the nature of the area of study or work. • Have awareness of different perspectives or approaches within the area of study or work.
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Application and action	<ul style="list-style-type: none"> • Address problems that while well-defined may be complex and non-routine. • Identify, select, and use appropriate skills, methods and procedures. • Use appropriate investigation to inform actions. • Review how effective methods and actions have been.
Autonomy and accountability	<ul style="list-style-type: none"> • Take responsibility for initiating and completing tasks and procedures, including where relevant, responsibility for supervising or guiding others. • Exercise autonomy and judgement within limited parameters.
Summary Level 3	Achievement at Level 3 reflects the ability to identify and use relevant understanding, methods and skills to complete tasks and address problems that while well-defined have a measure of complexity. It includes taking responsibility for initiating and completing tasks and procedures as well as exercising autonomy and judgement within limited parameters. It also reflects awareness of different perspectives or approaches within an area of study or work.

Study methods

There are a range of study methods and learning providers for each award: home study, supported distance learning, evening classes, online courses, or virtual classrooms. Classes tend to start in January, June, and September (see CICM website for details) although supported distance learning learners can start at any time.

Learning resources

CICM publishes study guides for several units and the CICM Awarding Body supplies the current assignments, where relevant. In addition, learners can download the following from the CICM website (www.cicm.com):

- Syllabus
- Moderator reports for written assessments
- Level 3 learner guidance booklet
- Online exam guidance
- Sample online questions

Registration with the CICM

Learners are required to register with CICM in order to take the Chartered Institute's assessments because teaching centres do not handle this process. Fees are split into registration fees and assessment entry fees to enable CICM to provide additional learner support and effectively monitor the quality of provision of learning providers.

The Chartered Institute has an open entry policy and to register, learners just need to complete and return a registration application form with appropriate fees. Contact CICM Awarding Body for information. E: awardingbody@cicm.com or T: +44 (0)1780 727272.

Study methods, resources, assessments and the Chartered Institute's customer service policy and complaints procedure are explained on the CICM website www.cicm.com.

CICM Professional Qualifications and membership

On registration with the CICM Awarding Body learners automatically receive studying member membership of the Chartered Institute of Credit Management (non-designatory grade). This provides a range of support (see website for details). On achievement of the Level 3 Diploma, learners are eligible to Associate Membership ACICM(Dip) and the Chartered Institute offers Graduate membership MCICM(Grad) following completion of the CICM Level 5 Diploma.

Assessment methodology

Some awards involve an online or written examination and CICM assesses other awards by a written assignment which requires work-based evidence. CICM assesses written assessments in January, March, June and October. Online exams can be taken on demand at a convenient test centre or at home. Assessment is available in the English language.

For Level 3 awards, candidates will receive a 'Level 3 pass' or 'fail/refer' grade for each unit, depending upon their level of achievement in the assessment. Additionally, for every award candidates will receive a percentage mark. Candidates must achieve all learning outcomes to gain a pass.

Assessment standard

Please note that when completing assignments, learners should be working within the areas under consideration and able to demonstrate practical application at Level 3. Level 3 writing requires skills sets that expect you to apply your knowledge, demonstrate your understanding of the subject, show how well you handle well defined tasks and problems, investigate

information and ideas to form actions and assess how effective applied methods are.

Grading

The Level 3 Diploma has pass/fail grades only. Unit award grade bands are:

Written Examinations and Assignments	
Fail/Refer	Pass
0% – 49%	50% – 100%

Online Examinations		
	Fail	Pass
Credit Management/ Consumer Collections/ Business Environment	0% – 64%	65% – 100%
Business Law	0% - 59%	60% - 100%

Assessment re-sits/resubmissions

There are no restrictions on the number of times a student can re-sit or resubmit an assignment for an award they have failed.

Results and certification

CICM notifies grades in a results letter and candidates can access results online on the published results day. Candidates usually receive a certificate for unit award passes and a final qualification certificate if they have achieved the Level 3 Diploma with their result letter.

Exemptions

The Chartered Institute assesses exemptions for awards on an individual basis, following standard exemption arrangements (see CICM website).

CICM will arrange exemptions from previous CICM awards, where relevant, for learners who are part way through the Level 3 Diploma in Credit Management. Please contact CICM to investigate this option.

Arrangements for adjustments

The CICM will make adjustments to assessments to ensure equality of opportunity and to enable learners with particular conditions to demonstrate their knowledge, skills or understanding. Please contact CICM for the guidance booklet which explains how a learner qualifies for an adjustment and what adjustments will be made.

Credit Management (trade, export and consumer)

46 Guided Learning Hours 101 Total Qualification Time

Aim

The unit provides an understanding of the concepts, processes and techniques that underpin best practice across a range of credit environments.

Syllabus topics

1. **Value of credit** (10%)
 - Definition of credit.
 - Cost of credit.
2. **Organisation of the credit function** (15%)
 - The credit department.
 - Credit policy.
3. **Credit customers and arrangements** (35%)
 - Customers.
 - Credit agreements.
 - Documents.
4. **Credit risk control** (15%)
 - Risk assessment and control.
 - Information sources and their value.
 - Scoring.
 - Insurance.
5. **Credit documents and systems** (10%)
 - Customer master file.
 - Sales ledger system.
 - Computerised systems.
6. **Collections methods and legal action** (15%)
 - Targets and use of resources.
 - Methods.
 - Dealing with problems.
 - Legal procedures and use of third parties.

Assessment

One-hour online examination involving 60 multiple choice questions.

Credit Management (trade, export, consumer)

46 Guided Learning Hours 101 Total Qualification Time

Learning outcomes The learner will:		Assessment criteria LEVEL 3 D/502/0131 The learner can:	
1.	Understand the role of credit management within the business environment.	1.1	Explain the importance of providing credit within the business environment.
		1.2	Analyse the differences between trade, export and consumer credit.
		1.3	Quantify the impact of offering credit on cost, profitability and liquidity.
2.	Understand the organisational requirements of credit management functions.	2.1	Explain how the credit management function and its personnel fit into the overall structure of an organisation.
		2.2	Explain how potential areas of conflict between the credit function and other areas of business can be resolved.
		2.3	Explain how customer service can be achieved within the credit function.
		2.4	Explain the importance and use of credit policies and procedures.
		2.5	Evaluate the usefulness of credit management performance measurements and targets.
3.	Understand the impact of legislation on the credit function.	3.1	In the context of liability, explain the advantages and disadvantages of offering credit to a range of customers and territories.
		3.2	Explain the impact of current legislation on the decision-making process when dealing with credit applications.
		3.3	Assess the advantages and disadvantages of different credit arrangements in a range of circumstances.

4.	Understand how to assess and control risk.	4.1	Assess the risks associated with credit provision in export, trade and consumer environments.
		4.2	Assess the advantages and disadvantages of different sources of information used in credit assessment.
		4.3	Explain the characteristics and importance of risk control methods.
		4.4	Explain the factors that influence the choice of payment terms and methods of payment in the control of risk.
		4.5	Evaluate sources of finance for credit.
5.	Understand the different documents and systems used for trade, export and consumer credit.	5.1	Assess the design and purpose of documents used in trade, export and consumer credit.
		5.2	Evaluate the importance of a customer master file.
		5.3	Explain how the principal features of a sales ledger/ accounts receivable system assists the operation of the credit function.
6.	Understand collection and recovery methods.	6.1	Assess the advantages and disadvantages of different collection methods.
		6.2	Assess the effectiveness of methods used in collections letters and telephone collections work.
		6.3	Explain how to manage reasons for non-payment and disputes.
		6.4	Explain the steps for debt recovery and enforcement through the County Court and High Court in a range of circumstances.

Indicative content

1.	<ul style="list-style-type: none"> • Provision of credit. • Control of credit. • Differences and features of trade, export and consumer credit. • Working capital. • Impact of offering credit.
2.	<ul style="list-style-type: none"> • How the credit function fits into the overall organisation of a company. • Functions and structure of a credit department. • The relationships of a credit department with other departments. • Key measures of credit department performance and target setting. • The role of the credit manager and the qualities you would expect them to possess. • Value of good customer service and how this can be achieved in a credit department.
3.	<ul style="list-style-type: none"> • Relevant characteristics of individuals, sole traders, partnerships, limited companies and other types of customer. • Financial advantages and disadvantages of granting credit to different types of customers. • Anti-discrimination legislation. • Key provisions of the Consumer Credit Act and Data Protection Act. • Main features of credit arrangements, including HP, credit sale, credit cards, mortgages and credit unions. • Appropriateness of various types of credit agreements in a range of circumstances. • Advantages and disadvantages of credit agreements to the credit supplier and the customer.
4.	<ul style="list-style-type: none"> • Features of different payment terms and methods of payment. • Advantages and disadvantages of offering discount for early payment and charging interest on overdue accounts. • Importance of initial and continuous risk assessment and control. • Sources and value of information available to assess applications for trade, export and consumer credit. • Purpose and operation of a risk category system. • Calculation and use of credit limits. • Use of credit scoring for the processing of consumer credit application. • How credit insurance and CPI works. • The key provisions of Money Laundering Regulations.
5.	<ul style="list-style-type: none"> • The purpose and features of credit application forms, invoices, credit notes, statements and other documents for trade, export and consumer credit. • Meaning and purpose of various INCOTERMS used in export. • The content and purpose of a customer master file. • Principal features of a sales ledger system. • Computerised systems and the benefit to the credit management function.

6	<ul style="list-style-type: none"> • Techniques necessary for effective collection letters and telephone collection work. • Advantages and disadvantages of methods of collection activity. • Use of predictive dialing in the collection process. • Methods for dealing effectively with queries and non-payment effectively. • Circumstances for withholding supplies or services. • Basic steps for debt recovery in the High and County Courts. • Advantages and disadvantages of using third parties. • Methods for evaluating a third party before entering into a service agreement. • Involvement and role of third-party debt advisors in consumer credit matters. • Legislation relating to the harassment of debtors. • Personal and corporate insolvency.
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Assessment

One-hour online examination involving 60 multiple choice questions.

Trade Credit Management

46 Guided Learning Hours 91 Total Qualification Time

Aim

The unit provides an understanding of the concepts, processes and techniques that underpin best practice across the trade credit environment.

Syllabus topics

1. **Value of credit** (10%)
 - Definition of credit.
 - Cost of credit.
2. **Organisation of the credit function** (15%)
 - The credit department.
 - Credit policy.
3. **Credit customers and arrangements** (35%)
 - Customers.
 - Credit agreements.
 - Documents.
4. **Credit risk control** (15%)
 - Risk assessment and control.
 - Information sources and their value.
 - Scoring.
 - Insurance.
5. **Credit documents and systems** (10%)
 - Customer master file.
 - Sales ledger system.
 - Computerised systems.
6. **Collections methods and legal action** (15%)
 - Targets and use of resources.
 - Methods.
 - Dealing with problems.
 - Legal procedures and use of third parties.

Assessment

One-hour online examination involving 60 multiple choice questions.

Trade Credit Management

46 Guided Learning Hours 91 Total Qualification Time

Learning outcomes The learner will:		Assessment criteria LEVEL 3 J/502/0205 The learner can:	
1.	Understand the role of credit management within the business environment.	1.1	Explain the importance of providing credit within the business environment.
		1.2	Analyse the differences between trade, export and consumer credit.
		1.3	Quantify the impact of offering credit on cost, profitability and liquidity.
2.	Understand the organisational requirements of credit management functions.	2.1	Explain how the credit management function and its personnel fit into the overall structure of an organisation.
		2.2	Explain how potential areas of conflict between the credit function and other areas of business can be resolved.
		2.3	Explain how customer service can be achieved within the credit function.
		2.4	Explain the importance and use of credit policies and procedures.
		2.5	Evaluate the usefulness of credit management performance measurements and targets.
3.	Understand the impact of legislation on the credit function.	3.1	In the context of liability, explain the advantages and disadvantages of offering credit to a range of customers.
		3.2	Explain the impact of current legislation on the decision-making process when dealing with credit applications.

4.	Understand how to assess and control risk.	4.1	Assess the risks associated with the provision of trade credit.
		4.2	Assess the advantages and disadvantages of different sources of information used in credit assessment.
		4.3	Explain the characteristics and importance of risk control methods.
		4.4	Explain the factors that influence the choice of payment terms and methods of payment in the control of risk.
		4.5	Evaluate sources of finance for credit.
5.	Understand the different documents and systems used for trade credit.	5.1	Assess the design and the purpose of documents for trade credit.
		5.2	Evaluate the importance of a customer master file.
		5.3	Explain how the principal features of a sales ledger/accounts receivable system, assists the operation of the credit function.
6.	Understand collection and recovery methods.	6.1	Assess the advantages and disadvantages of different collection methods.
		6.2	Assess the effectiveness of methods used in collections letters and telephone collections work.
		6.3	Explain how to manage reasons for non-payment and disputes.
		6.4	Explain the steps for debt recovery and enforcement through the County Court and High Court.

Indicative content

1.	<ul style="list-style-type: none"> • Provision of credit. • Control of credit. • Differences and features of trade, export and consumer credit. • Working capital. • Impact of offering credit.
2.	<ul style="list-style-type: none"> • How the credit function fits into the overall organisation of a company. • Functions and structure of a credit department. • The relationships of a credit department with other departments. • Key measures of credit department performance and target setting. • The role and qualities of the credit manager. • Value of good customer service and how this can be achieved in a credit department. • Why it is important for a company to have a credit policy.
3.	<ul style="list-style-type: none"> • Relevant characteristics of individuals, sole traders, partnerships, limited companies and other types of customer. • Financial advantages and disadvantages of granting credit to different types of customer. • Key provisions of the Data Protection Act. • Main features of credit arrangements, including HP, credit sale, credit cards, mortgages and credit unions. • Appropriateness of various types of credit agreements in a range of circumstances. • Advantages and disadvantages of credit agreements to the credit supplier and the customer.
4.	<ul style="list-style-type: none"> • Features of different payment terms and methods of payment. • Advantages and disadvantages of offering discount for early payment and charging interest on overdue accounts. • Importance of initial and continuous risk assessment and control. • Sources and value of information available to assess applications for trade credit. • Purpose and operation of a risk category system. • Calculation and use of credit limits. • How credit insurance works. • The key provisions of Money Laundering Regulations.
5.	<ul style="list-style-type: none"> • Designing credit application forms, invoices, credit notes, statements and other documents. • The content and purpose of a customer master file. • Principal features of a sales ledger system. • Computerised systems and their benefit.

6	<ul style="list-style-type: none"> • Techniques necessary for effective collection letters and telephone collection work. • Advantages and disadvantages of methods of collection activity. • Methods for dealing effectively with queries and non-payment. • Circumstances for withholding supplies or services. • Basic steps for debt recovery in the High and County Courts. • Advantages and disadvantages of using third parties. • Methods for evaluating a third party before entering into a service agreement. • Personal and corporate insolvency.
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Assessment

One-hour online examination involving 60 multiple choice questions

Export Credit Management

46 Guided Learning Hours 91 Total Qualification Time

Aim

The unit provides an understanding of the concepts, processes and techniques that underpin best practice across the export credit environment.

Syllabus topics

1. **Value of credit** (10%)
 - Definition of credit.
 - Cost of credit.
2. **Organisation of the credit function** (15%)
 - The credit department.
 - Credit policy.
3. **Credit customers and arrangements** (35%)
 - Customers.
 - Credit agreements.
 - Documents.
4. **Credit risk control** (15%)
 - Risk assessment and control.
 - Information sources and their value.
 - Scoring.
 - Insurance.
5. **Credit documents and systems** (10%)
 - Customer master file.
 - Sales ledger system.
 - Computerised systems.
6. **Collections methods and legal action** (15%)
 - Targets and use of resources.
 - Methods.
 - Dealing with problems.
 - Legal procedures and use of third parties.

Assessment

One-hour online examination involving 60 multiple choice questions.

Export Credit Management

46 Guided Learning Hours 91 Total Qualification Time

Learning outcomes, The learner will:		Assessment criteria LEVEL 3 R/502/0207 The learner can:	
1.	Understand the role and effect of credit management within the global business environment.	1.1	Explain the importance of providing credit within the global business environment.
		1.2	Analyse the differences between trade, export and consumer credit.
		1.3	Quantify the impact of offering credit on cost, profitability and liquidity.
2.	Understand the organisational requirements of credit management functions.	2.1	Explain how the credit management function and its personnel fit into the overall structure of an organisation.
		2.2	Explain how potential areas of conflict between the credit function and other areas of business can be resolved.
		2.3	Explain how customer service can be achieved within the credit function.
		2.4	Explain the importance and use of credit policies and procedures.
		2.5	Evaluate the usefulness of credit management performance measurements, and targets.
3.	Understand the impact of legislation and country culture on the credit function.	3.1	In the context of liability, explain the advantages and disadvantages of offering credit to a range of customers and territories.
		3.2	Explain the impact of current international legislation and cultural differences on the decision- making process when dealing with credit applications.
		3.3	Assess the advantages and disadvantages of different credit arrangements in different regions.

4.	Understand how to assess and control risk.	4.1	Assess the risks associated with credit provision in the export environment.
		4.2	Assess the advantages and disadvantages of different sources of information used in credit assessment.
		4.3	Explain the characteristics and importance of risk control methods.
		4.4	Explain the factors that influence the choice of incoterms, payment terms and methods of payment in the control of risk.
5.	Understand different documents and systems used for export credit.	5.1	Assess the design and purpose and features of documents used in export credit.
		5.2	Evaluate the importance of a customer master file.
		5.3	Explain how the principal features of a sales ledger/accounts receivable system assists the operation of the credit function.
6.	Understand collection and recovery methods for export debt.	6.1	Assess the advantages and disadvantages of different collection methods.
		6.2	Assess the effectiveness of methods used in collections letters and telephone collections work.
		6.3	Explain how to manage reasons for non-payment and disputes.
		6.4	Assess the advantages and disadvantages of different external recovery routes for export debt.

Indicative content

1	<ul style="list-style-type: none"> • Provision of credit. • Effect of credit on the global economy. • Control of credit. • Differences and features of trade, export and consumer credit. • Working capital. • Impact of offering credit.
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2.	<ul style="list-style-type: none"> • How the credit function fits into the overall organisation of a company. • Functions and structure of a credit department. • The relationships of a credit department with other departments. • Key measures of credit department performance and target setting. • The role and qualities of the credit manager. • Value of good customer service and how this can be achieved in a credit department. • The importance of a credit policy.
3.	<ul style="list-style-type: none"> • Relevant characteristics of individuals, sole traders, partnerships, limited companies and other types of customer. • Relevant cultural differences of customers in the export market. • Financial advantages and disadvantages of granting credit to different types of customers, and countries. • Appropriateness of various types of credit agreements in a range of circumstances. • Advantages and disadvantages of credit agreements to the credit supplier and the customer.
4.	<ul style="list-style-type: none"> • Features of different INCOTERMS, payment terms and methods of payment, including letters of credit and bills of exchange. • Importance of initial and continuous risk assessment and control. • Sources and value of information available to assess applications for export credit. • Purpose and operation of a risk category system. • Calculation and use of credit limits. • How credit insurance works. • The key provisions of Money Laundering Regulations. • Sources of finance.
5.	<ul style="list-style-type: none"> • The purpose and features of export payment documents, including bill of exchange, letter of credit and promissory note. • The purpose and features of export transport documents, including export invoice, bill of lading, CMR, CIF, airway/seaway bill and certificate of origin. • The content and purpose of a customer master file. • Principal features of a sales ledger system. • Computerised systems and the benefit to the credit management function.
6.	<ul style="list-style-type: none"> • Techniques necessary for effective collection work. • Advantages and disadvantages of methods of collection activity. • Methods of dealing effectively with queries and non-payment. • Circumstances for withholding supplies or services. • Basic steps for debt recovery in the international courts. • Advantages and disadvantages of using third parties and agents abroad. • Methods for evaluating a third party before entering into a service agreement.

Assessment

One-hour online examination involving 60 multiple choice questions

Consumer Credit Management

46 Guided Learning Hours 91 Total Qualification Time

Aim

This unit provides an understanding of the concepts, processes and techniques that underpin best practice within consumer credit management.

Syllabus topics

1. Role and effect of consumer credit (15%)

- Purpose of controlling credit.
- Differentiation of consumer markets compared with export and trade.
- Effect on costs, profits & liquidity.

2. Organisation of the credit function (25%)

- Management function & personnel.
- Conflict: credit and other departments.
- Customer service and credit.
- Credit policy and procedures.
- Measurement of credit performance and targets.

3. Regulation and marketing of consumer credit (15%)

- Promotion and sale of credit as a product.
- Marketing strategies and regulations in consumer credit.
- Consumer credit products.

4. Credit risk control (20%)

- Customer credit risk.
- Sources of information.
- Risk control via assessment and via payment.
- Financing credit.

5. Credit documents and systems (10%)

- Purpose and features of consumer credit documents.
- Master files.
- Credit scoring and predictive dialing.

6. Collections methods and recovery methods (15%)

- Methods and techniques: letters and telephone.
- Non-payment and disputes.
- Debt recovery.
- Third Party debt advisors.
- Tracing absconders.

Assessment One-hour online examination involving 60 multiple choice questions.

Consumer Credit Management

46 Guided Learning Hours 91 Total Qualification Time

Learning outcomes, The learner will:		Assessment criteria LEVEL 3 A/508/2796 The learner can:	
1.	Understand the role and effect of consumer credit within the business environment.	1.1	Explain the importance of providing credit within the business environment.
		1.2	Analyse the differences between trade, export and consumer credit.
		1.3	Quantify the impact of offering credit on cost, profitability and liquidity.
2.	Understand the organisational requirements of credit management functions.	2.1	Explain how the credit management function and its personnel fit into the overall structure of an organisation.
		2.2	Explain how potential areas of conflict between the credit function and other areas of business can be resolved.
		2.3	Explain how customer service can be achieved within the credit function.
		2.4	Explain the importance and use of credit policies and procedures.
		2.5	Evaluate the usefulness of credit management performance measurements and targets.
3.	Understand the marketing and sale of a range of consumer credit products.	3.1	Evaluate the positive and negative impact of the promotion and sale of credit as a consumer product.
		3.2	Assess strategies available to market credit products, whilst complying with regulation.
		3.3	Evaluate the advantages and disadvantages of different types of consumer credit products and select the most appropriate.

4.	Understand how to assess and control risk.	4.1	Assess how to manage risks associated with credit provision in the consumer sector.
		4.2	Assess the advantages and disadvantages of different sources of information used in credit assessment.
		4.3	Explain the characteristics and importance of risk control methods.
		4.4	Explain the factors that influence the choice of payment terms and methods of payment in the control of risk.
		4.5	Evaluate sources of finance for credit.
5.	Understand different documents and systems used for consumer credit.	5.1	Assess the design and purpose of documents used in consumer credit.
		5.2	Evaluate the importance of a customer master file.
		5.3	Explain how the principal features of credit scoring and predictive dialing systems assist the operation of the credit function.
6.	Understand collection and recovery methods.	6.1	Assess the advantages and disadvantages of different collection strategies and methods.
		6.2	Assess the effectiveness of methods used in collections letters and telephone collections work.
		6.3	Explain how to manage reasons for non-payment and disputes.
		6.4	Explain the steps for debt recovery and enforcement through the County Court and High Court.
		6.5	Evaluate the role of third-party debt advisors in consumer credit.
		6.6	Assess the advantages and disadvantages of internal and external tracing procedures and choose the most appropriate available.

Indicative content

1.	<ul style="list-style-type: none"> • Provision of credit. • Control of credit. • Differences and features of trade, export and consumer credit. • Working capital. • Impact of offering credit.
2.	<ul style="list-style-type: none"> • How the credit function fits into the overall organisation of a company. • Functions and structure of a credit department. • The relationships of a credit department with other departments. • Key measures of credit department performance and target setting. • The role and qualities of the credit manager. • Value of good customer service and how this can be achieved in a credit department. • The importance of a credit policy.
3.	<ul style="list-style-type: none"> • Promotion and sale of consumer credit. • How organisations market credit as a product. • Marketing strategies available to organisations that use credit as a product. • Advantages and disadvantages of different types of consumer credit products from the perspective of the customer as well as the supplier.
4.	<ul style="list-style-type: none"> • Features of different payment terms and methods of payment. • Why initial and continuous risk assessment and control is necessary. • Identifying credit qualities (the 4 C's) that should be investigated. • Sources and value of information available to assess applications for consumer credit. • Calculation of credit limits and how credit scoring can be used in the processing of consumer credit applications and the monitoring of consumer creditworthiness. • How credit insurance protection works. • The key provisions of Money Laundering Regulations and the Data Protection Act. • Sources of finance.
5.	<ul style="list-style-type: none"> • Design of credit application forms, statements and other documents for consumer credit. • The purpose and features of these documents. • The content and purpose of a customer master file. • Principal features of a credit scoring system. • The importance of monitoring the performance of credit application systems and scorecards and the various ways they can be adjusted. • Principle features of a telephone predictive dialer. • Computerised systems and the benefit to the credit management function.

6.	<ul style="list-style-type: none"> • Techniques necessary for effective collection letters and telephone collection work. • Advantages and disadvantages of strategies and methods of collection activity. • Methods of dealing effectively with queries and non-payment. • Basic steps for debt recovery in the High and County Courts. • Advantages and disadvantages of using third parties. • Evaluating a third party before entering into a service agreement. • Involvement and role of third-party debt advisors. • Procedures for in-house and external tracing of absconders. • Consumer Credit Act 2006 and legislation relating to the harassment of debtors. • Personal insolvency.
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Assessment

One-hour online examination involving 60 multiple choice questions

Consumer Collections

26 Guided Learning Hours 104 Total Qualification Time

Aim

To develop the knowledge and skills required for advanced consumer collections work.

Syllabus topics

1. Principles of consumer collections (18%)

- Evolution of debt collection as a function.
- Identification of why customers fall into arrears.
- Collection life cycle.
- Key systems and technology.
- Common debt repayment arrangements.

2. Regulation and industry frameworks for consumer collections (9%)

- Risks associated with consumer collections.
- Legal, regulatory and industry frameworks.
- Impact of frameworks on collections work.

3. Commencement of consumer collections (12%)

- Types of financial and non-financial information required.
- Validation of accuracy of customer information.
- Locating missing information.
- Customer segmentation.

4. Consumer collection contact (22%)

- Plan for outbound calls.
- Appropriate methods of building accurate picture of customers' situation.
- Techniques for identifying vulnerable customers.
- Communicating with and supporting vulnerable customers.
- Establishing repayment plans.
- Disputes and conflicts.

5. Action in response to continued non-payment (9%)

- Taking appropriate action toward non-payment.
- Affordability of repayment plans.
- Negotiation of revised repayment arrangements.

6. Preparation for legal proceedings (12%)

- Documents used in the debt collection process.
- Accuracy and timeliness of documentation.
- Third party assistance in legal recovery.
- Writing off debts.

7. Effective consumer collection processes (18%)

- Maintenance of compliant collection processes.
- Methods of checking quality and integrity of work.
- Training and support for collection teams.
- Setting and monitoring effective operational targets.
- Partnership maximisation.

Assessment

One-hour online examination involving 60 multiple choice questions.

Consumer Collections

26 Guided Learning Hours 104 Total Qualification Time

Aim

To develop the knowledge and skills required for advanced consumer collections work.

Learning outcomes The learning will:		Level 3 Assessment criteria The learner can:	
1	Know the principles of consumer collections.	1.1	Explain the evolution of debt collection as a function.
		1.2	Assess reasons why customers fall into arrears.
		1.3	Summarise the steps involved in the collection life cycle from collections to recoveries.
		1.4	Explain common consumer collection methods for main customer types, including deceased customers.
		1.5	Explain key systems and technology which support consumer telephone collections.
		1.6	Explain common debt repayment arrangements.
2	Know the legal, regulatory and industry frameworks which relate to consumer collections.	2.1	Explain the risks associated with consumer collections.
		2.2	Interpret legal, regulatory and industry frameworks which relate to consumer collections.
		2.3	Explain the impact of legal, regulatory and industry frameworks on consumer collections
3	Understand how to obtain sufficient information to commence collections.	3.1	Explain the types of financial and non-financial information required before the commencement of debt collections.
		3.2	Explain the importance of validating the accuracy of financial accurate, customer information.
		3.3	Explain how missing information about customers can be located.
		3.4	Explain customer information which helps segment customers into main types and inform the collections process.
4	Know how to carry out consumer collection contact.	4.1	Explain how to plan for outbound telephone calls or visits (to a range of customers – Level 3) in arrears.
		4.2	Explain appropriate methods for building an accurate picture of the customer's situation.
		4.3	Describe techniques for identifying and communicating with customers in vulnerable circumstances.

		4.4	Explain arrangements that should be put in place to support customers in vulnerable circumstances.
		4.5	Explain how to establish a repayment plan and record a customer's ability and willingness to pay.
		4.6	Explain the importance of recording and tracking progress with any disputes or complaints
		4.7	Explain the skills required to communicate with a range of customers in arrears, including abusive ones, in order to meet the needs of the customer and business.
5	Understand how to instigate action in response to continued non-payment.	5.1	Explain how to instigate action appropriate to the customer circumstance, in response to continued non-repayment.
		5.2	Explain how to check the affordability of repayment plans.
		5.3	Explain how to negotiate and agree revised repayment arrangements.
6	Understand how to prepare for legal proceedings.	6.1	Explain the documents used in the debt collection process.
		6.2	Explain the importance of ensuring the accuracy and timeliness of documentation.
		6.3	Explain the types of external stakeholders that can offer assistance in the debt recovery process.
		6.4	Explain circumstances when it would be in the interests of the creditor to write off a debt.
7	Understand effective consumer collection processes are maintained.	7.1	Explain collection processes are maintained to ensure compliance with legal, regulatory and industry frameworks.
		7.2	Explain methods for checking the quality and integrity of work.
		7.3	Explain collection team are trained and supported.
		7.4	Explain the effects for operational targets on collections activities.
		7.5	Explain how to monitor targets in order to improve performance.
		7.6	Explain how to maximise partnerships with a range of expert third party intermediaries.

Assessment 1-hour online examination (60 multiple choice questions).

Indicative content

1.1	<p>Evolution of debt collection globally as a function into a significant business area (exemplified by UK journey) including:</p> <ul style="list-style-type: none"> • rise of third-party debt collection agencies • increased role and impact of technology • debt sale/purchase. • credit reference agencies. • impact of third-party consumer support groups.
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	<ul style="list-style-type: none"> • impact of increased regulation. • growing distinction between concepts of consumer and commercial debt collection, private and public, regulated and non-regulated. • growth of debt management services. • in-house recoveries. • increasing focus on positive outcomes for all customers and debt prevention. • growth of clear company collection policies and philosophy linked to company's vision, mission and value statements.
1.2	<p>Reasons why customers fall into arrears including:</p> <p>Macro trends</p> <ul style="list-style-type: none"> – rise of consumer credit, expansion of credit products. – increased consumerism. – increased lending and excessive borrowing. <p>Personal circumstances</p> <ul style="list-style-type: none"> – Changes to benefits. – Common issues resulting from billing. – Change in circumstances. – Life events. – Non-standard requirements or credit history. <p>Health conditions which potentially makes a customer financially vulnerable</p> <ul style="list-style-type: none"> • Severe or long-term illness. • Medical conditions. • Mental health problems. • Alcohol or drug abuse. <p>Limited capacity Being young, 'old', significant learning disabilities.</p> <p>Communication difficulties Lack of English language skills.</p> <p>Organisational action (or inaction) contributing to a vulnerable situation.</p>
1.3	<p>Steps involved in the collection life cycle from collections to recoveries:</p> <ul style="list-style-type: none"> • proactive collections. • early delinquency. • post default.
1.4	<ul style="list-style-type: none"> • Common consumer collection methods including collections letters or written communications, telephone calls, home visits, transfer to debt collection agencies, legal action. • Grant of probate, Letters of Administration. • Insolvency options: <ul style="list-style-type: none"> – Petition for Bankruptcy. – Individual Voluntary Arrangement (IVA) – Debt relief order (DEO) – Administration order in England and Wales (Sequestration (Bankruptcy) and Trust Deeds – Scotland).
1.5	<p>Collections systems, master files, flags, e.g., to identify customers in vulnerable circumstances, dialler, automated voice messages, email and text.</p>
1.6	<ul style="list-style-type: none"> • Tailored options offered, e.g., freezing orders, winding back charges and payment holidays. • Flexible payment arrangements or social tariffs for customers in vulnerable circumstances.

2.1	<p>Key risks associated with debt collections:</p> <ul style="list-style-type: none"> • financial impact of uncollected debt on business. • effect of different debt collection strategies and timeframes on the customer's ability to self-manage debt. • customer harassment. • customer data risks. • customer redress. • organisation's reputation and brand. • potential fraud.
2.2	<p>Ways that government and sector bodies control debt collection in order to protect consumers. Legal, regulatory and industry frameworks:</p> <ul style="list-style-type: none"> • Government <ul style="list-style-type: none"> – Data-protection. – Anti-harassment. – Consumer Rights legislation. • Regulatory bodies - Role, statutory powers, complaint-handling and sanctions for non-compliance e.g. <ul style="list-style-type: none"> – Financial Conduct Authority (FCA) principles and regulations in UK (principles-based regulation) – Consumer Duty. – Sector regulation. <p>Overarching principles:</p> <ul style="list-style-type: none"> – Treating customers fairly. – Business practice rules – e.g., FCA Principles. – Rules of business practice (PRIN) – Characteristics of improper business practice. • Industry frameworks e.g., Credit Services Association Code of Practice, Chartered Institute of Credit Management (CICM) Vulnerability Framework.
2.3	<p>Impact of legal, regulatory and industry frameworks on consumer collection:</p> <ul style="list-style-type: none"> • Implications of non-compliance on business. • Identifying fraudulent activity. • Focus on individual circumstances. • Responsible lending. • Code of practice for accurate utility bills. • Different types of customer solutions. • Affordability. • Identification and support for people in vulnerable circumstances. • Increasing focus on positive outcomes for all customers and debt prevention.
3.1	Types of financial and non-financial information required before commencement of debt collections.
3.2	Importance of accurate, customer information before debt collection commences and accurate collection and recording during collection process.
3.3	<ul style="list-style-type: none"> • Locating missing information. Validation and verification requirements. • Locating a 'gone away' customer – tracing and investigation techniques. • Credit reference agency searches. • Alternative non-credit reference agency data sources: telephone, letter and field tracing techniques, use of external tracing and investigation services.

3.4	<ul style="list-style-type: none"> • Customer types: customer (will pay but don't, can't pay but could, and can't pay but wish to) financial difficulties, vulnerable customer, deceased – key elements and impact on collection process. • Segmentation and profiling information including <ul style="list-style-type: none"> – customer availability. – payment behaviour. – information about any legal action or insolvency. – queries. • Impact of customer type on recovery process. • Collections procedures including dynamic, tailored pathways for a full range of customer circumstances. • Pathways have clear, simple information and advice; appropriate internal and external communication and signposting; and a clear escalation process. • Best practice is to tailor approach offered to customers without seeing and treating customers in situations of vulnerability as a different group. • Types of debt (consumer debt – sole trader, partnership, limited companies, limited companies, joint/several liability; and consumer debt including sole and joint personal accounts, joint and several liability and deceased debtors).
4.1	<ul style="list-style-type: none"> • Call and customer visit preparation. • Legal and organisational requirements for contact methods e.g. <ul style="list-style-type: none"> – Timing. – Advice to customer about quality checks and recordings made during a call – Verification of identity of a caller. – Information which is confidential to the organisation and the customer. • Techniques for effective customer contact – know your customer. • How to make appropriate contact with customers, evidence to authenticate collectors' relations and explain their debt obligation. • Action when unable to make contact with customer.
4.2	<ul style="list-style-type: none"> • Appropriate methods to establish customer's ability and willingness to pay e.g., income and expenditure statements. • Methods for confirming customer details. Validating authenticity and accuracy of customer information. • Questioning techniques to build an accurate picture of customer's situation.
4.3	<p>Methods for identifying and signposting customers in vulnerable circumstances including:</p> <ul style="list-style-type: none"> • Triggers – behaviours and what customer says on call to indicate potential vulnerability. • Use of red flags. • use of conversation tools: TEXAS, BLAKE, IDEA, SPIDER, BRUCE • Consent arrangements are established to enable third parties. • Consistent advice and treatment provided to those who are recently bereaved, have power of attorney or a third-party mandate.
4.4	<ul style="list-style-type: none"> • Methods for supporting customers who struggle to pay e.g., forbearance and due consideration, affordable repayments, appropriate payments for customer type, social responsibility funds. • Departments/external agencies which can provide debt advice. • Disclosure policy, compliant with data protection requirements. • Use of collections experts with time, authority and discretion to take a tailored approach for vulnerable customers.

	<ul style="list-style-type: none"> • Partnership with third parties for money advice. • Handling enquiries from third parties.
4.5	<ul style="list-style-type: none"> • How to establish affordable repayment plans. • How to close the call. • Referrals. • Maintenance of customer records.
4.6	<ul style="list-style-type: none"> • Dispute and complaint investigation and management.
4.7	<ul style="list-style-type: none"> • Empathy, active listening, probing, vocal techniques for conveying clear and coherent information. • Negotiation and influencing skills. • Handling of abusive or threatening calls. • Best practice customer communication. • Tailored communication methods and service delivery.
5.1	<ul style="list-style-type: none"> • Consequences of non-payment. • How to review customer accounts in an ethical manner. • How computerised systems help review payment settlements and instances of non-payment. • Action agreed with any relevant third parties.
5.2	<ul style="list-style-type: none"> • Affordability checks that identify priority debts. • Using the Common Financial Statement.
5.3	<ul style="list-style-type: none"> • Notification of relevant third parties. • Customer knows how to pay. • Consequences of non-payment.
6.1	<p>Legal proceedings documentation: e.g.</p> <ul style="list-style-type: none"> • Letter before action. • Default notice. • Pre-action Protocol documents.
6.2	Legal proceedings process rules: Civil Procedure Rules, Limitation Act
6.3	<ul style="list-style-type: none"> • Legal firms which specialise in debt recovery. • Alternative Dispute Resolution specialists. • Money and Debt Advise organisations.
6.5	<ul style="list-style-type: none"> • Age of overdue balance. • Long term vulnerability. • Contested/disputed debt. • Customer identified as deceased where no estate to claim against.
7.1	<ul style="list-style-type: none"> • Compliance monitoring. • Service level agreement. • Record maintenance. • How to identify, record and investigate suspicions of fraudulent activity/money laundering.
7.3	<ul style="list-style-type: none"> • How quality of debt collection work is checked. • Speech analytics software help audit all calls.

7.4	<ul style="list-style-type: none"> • Induction and refresher training. • Team training and qualifications. • Regular one-to-one meetings, individual support and feedback on call handling • Best practice call guidance and sufficient time allowed for calls. • Flexibility given to allow conversation to develop naturally if sense that customer is experiencing difficulties. • Use of techniques e.g., 'word-scrubbing' account notes, flags and speech analytics to identify vulnerable customers. • Emotional health and professional well-being support. • Use of peer and team support.
7.5	<ul style="list-style-type: none"> • Effects of operational targets on collection activity. • Alignment of targets and incentives to correct identification and referral of potentially vulnerable people and building long-term sustainable relationships. • Frontline team empowered and incentivised to use their judgement.
7.6	<ul style="list-style-type: none"> • Importance of accuracy management information systems. • Arrangements to improve customer outcomes. • Customer feedback. • Dashboards with key statistics.
7.7	<ul style="list-style-type: none"> • Best practice partnership with third party organisations. • Clarification of level of partnership.

Assessment

One-hour online examination involving 60 multiple choice questions

Elective Awards

Exam assessed units

- Level 3 Accounting Principles
- Level 3 Business Law
- Level 3 Business Environment

Learning tends to take place over fifteen weeks via 3-hour evening classes; over ten weeks in the CICM online Virtual Classroom or over the course of a year. There are six different ways you can study, including distance learning options. Contact the CICM to discuss your options.

The Chartered Institute assesses the Accounting Principles unit by a 3½-hour exam. Assessment for Business Law and Business Environment involves a 1-hour online exam which contains 60 multiple choice questions. Learners can purchase 60 sample online questions from CICM Learning Support Service.

Assignment based units

- Level 3 Advanced Business Communications and Personal Skills
- Level 3 Advanced Collections
- Level 3 Advanced Enforcement
- Level 3 Credit Risk Management
- Level 3 Debt Recovery Management

Learning for these units tends to be 'on the job'. Candidates complete a short assignment to demonstrate their level of competency.

CICM assignment-based units do not involve examinations, instead you complete a written assignment which help improve effectiveness, in more distinct areas of credit management practice for example, credit risk management. These help to build knowledge of how your employer expects work to be carried out and helps develop your skills through reflective practice.

Each unit is individually certificated. Additionally, it gives credits towards a CICM Diploma in Credit and Collections. You will need to find a coach to help you with the assignment and act as your mentor. This could be your line manager, a tutor or another person with experience in training or credit management. Your coach will provide advice, check that you have completed fully each section and verify that the assignment is your own work.

Accounting Principles

48 Guided Learning Hours 103 Total Qualification Time

Aim

This unit aims to develop a good understanding of fundamental accounting principles and techniques for those working credit management related areas.

Syllabus topics

1. **Accounting principles and techniques (30%)**
 - Reasons for keeping accounts.
 - Account, ledger and transaction types.
 - The accounting equation.
 - Rules of double entry, cash and credit transactions, VAT, and discounts.
 - Use of control accounts to ensure ledger accuracy.
2. **Trial balance and financial statements (20%)**
 - Trial balances as platform for financial statements.
 - Error correction, undetected errors and suspense account.
 - Statements: Income, Financial Position and Retained Earnings Reconciliation.
 - Adjustments to monetary values (incl. accrued/prepaid items, depreciation, bad debts, allowance for doubtful debt)
 - Concepts, conventions and accounting standards.
3. **Differences in financial reporting (10%)**
 - Sole trader and micro, small, medium, and large company reporting.
 - Regulatory/legal requirements (FRS/UK Companies Act)
 - Company report content by management and auditors.
 - Relative usefulness to credit managers.
4. **Budgetary control (20%)**
 - Budgetary control process.
 - Different budget types.
 - Cash budgets and relevance.
 - Variance analysis.
5. **Business performance (20%)**
 - Working capital.
 - Cash operating cycle.
 - Ratio calculation and meaning.
 - Business performance measurement.

Assessment

Learners will sit a 3.5-hour examination and be required to answer all questions set. All ledger accounts must be prepared in continuous running account balance format. Financial statements must be prepared in vertical format using recognised Financial Reporting Standards (FRS) terminology. Credit balances should be clearly shown in brackets () or with the suffix 'Cr.' for clarity.

Accounting Principles

48 Guided Learning Hours 103 Total Qualification Time

Learning outcomes The learner will:		Assessment criteria LEVEL 3 F/615/2289 The learner can:	
1.	Understand accounting principles, the reasons for keeping accounts and the documents involved in financial transactions.	1.1	Explain the reasons for keeping accounts.
		1.2	Construct and use the accounting equation in various forms.
		1.3	Explain how the dual aspect concept underpins double entry book keeping.
		1.4	Apply the rules of double entry book keeping, using a continuous balance format.
		1.5	Explain use of sales ledger control accounts.
2	Understand how a trial balance and adjustments are used to prepare financial statements	2.1	Construct a trial balance from given information.
		2.2	Explain and use accounting concepts in the preparation of financial statements.
		2.3	Calculate and explain different levels of profit for an organisation.
		2.4	Prepare an Income Statement making any necessary adjustments.
		2.5	Prepare a Statement of Financial Position taking any adjustments into account.
3	Understand the differences in financial reporting between various sized companies and non-incorporated traders.	3.1	Explain differences in financial reporting for unincorporated sole traders and companies.
		3.2	Explain how auditors' reports can benefit a credit manager.
4	Understand the principles of budgetary control.	4.1	Explain the reasons for and process of budgetary control.
		4.2	Prepare and interpret a cash budget.
5	Understand how to assess business performance using financial statements	5.1	Explain the importance of working capital and calculate the cash operating cycle for a business.
		5.2	Use ratio analysis to review business performance.

Indicative content

1.	<ul style="list-style-type: none"> • Principal reasons for maintaining financial records and accounts. • Accounting records for sole traders and companies. • Users of financial and accounting information. • Requirements of different users. • Assets, expenses, capital, liabilities. • Accounting equations. • Capital and revenue expenditure. • Continuous (running account) balance format. • Double entry and the dual aspect concept. • Purchase, sales, nominal and cash book as ledgers. • Cash transactions and treatment and recording of VAT. • Recording trade and cash/settlement discounts (no VAT re-calculation expected). • Posting payments and receipts. • Use of sales ledger control account to ensure ledger accuracy (no preparation of control account expected). • Creditors and debtors [trade payables and trade receivables]. • Credit transactions. • CICM use of financial reporting terminology (Financial Reporting Standards (FRS) and International Financial Reporting Standards (IFRS))
2.	<ul style="list-style-type: none"> • Trial balance. • Trial balance errors. • Use of suspense account to correct trial balance errors. (Journals not required) • Calculation of profit. • Income statement. • Statement of Financial Position. • Retained Earnings Reconciliation Statement (companies only). • Principal methods of depreciating non-current assets and reasons for depreciation. • Accounting concepts: duality/dual aspect (as in 1 above), business entity, going concern, accruals, consistency and materiality. • Different accounting treatments on monetary values contained in the financial statements. • Accrued payables and prepaid receivables. • Current and non-current asset and liability sections of a Statement of Financial Position. • Bad debts and possible reasons including necessary entries in the ledger accounts to write off a bad debt. • Impairment of trade receivables as allowance for doubtful debt.

3.	<ul style="list-style-type: none"> • Internal and external auditors. • How auditors' reports can benefit a credit manager. • Differences in financial reporting for unincorporated sole traders and companies. • Corporate Annual Reports. • Sections of the Annual Report that must be included under the Companies Act. • Directors' Report and Chairman's Report. • Requirements of the Companies Act 2006, Financial Reporting Standards (2015) and International Financial Reporting Standards relating to the publication of financial information by UK micro-entity, small entity, medium and large private limited companies, and listed/quoted UK public limited companies. • Terminology and format used in published accounts.
4.	<ul style="list-style-type: none"> • Purpose of budgetary control and the budget process. • Relationship between the principal types of budget. • Monitoring and analysing budgets. • Cash budgets – preparation, contents, amending and interpreting.
5	<ul style="list-style-type: none"> • Working capital and the availability of cash to a business organisation. • Reasons for the main shortages of working capital. • Consequences to a firm of a shortage of working capital. • Cash operating cycle. • Significance to credit management of working capital. • Ratio calculations and comparison. • Financial analysis.

Additional notes for teachers and learners

The following notes are included for guidance and should be read in conjunction with the learning objectives. **This unit has been prepared specifically for learners engaged in the credit management function rather than in accountancy.** As a consequence:

- Certain technical details, which might be included in GCSE, A-Level, or professional accounting courses at this level, have been omitted e.g., while ledger divisions should be explained, there is no requirement to use folio numbers. It is sufficient to identify ledger accounts by name and resident ledger.
- The T account format and 'balancing' accounts should not be taught. Ledger accounts should be explained and presented instead using the continuous running account balance format. As computerised accounts are produced in this way CICM learners are already likely to have some experience of the continuous balance format before starting the course. Learners are required to prepare and recognise ledger accounts in this format in the examination and there will be no need for them to undertake the balancing off of accounts. Tutors might like to refer to the Study Text for this unit which has been written using the continuous running balance format, for advice if necessary.
- There should be no reference to day books or to the journal. All transactions should be posted directly to their respective accounts. Again, this practice is in line with computerised accounting.
- All Financial Statements should be produced in vertical format in keeping with current practice and corporate legal/regulatory requirements. Learners will be required to prepare, use and recognise vertical format statements in the examination.
- Where possible attention should be drawn to the significance of particular topics to those engaged in credit management. Some objectives have been written specifically with the credit practitioner in mind.
- CICM now uses UK and Ireland Financial Reporting Standards (FRS) terminology, which is based upon International Accounting Standards (IAS), and for consistency in approach may use particular terminology where alternatives exist.

Assessment

3.35 hour assessment delivered online

Business Law

46 Guided Learning Hours 101 Total Qualification Time

Aim

The unit provides a broad understanding of the legal context and structures in which business operates through the development of knowledge about the English legal system, contract law, agency, and sales and supply of goods legislation.

Syllabus topics

1. **The English legal system** (15%)
 - Common law.
 - Statute law.
 - Delegated legislation.
 - Jurisdiction of the courts.
2. **Law of contract** (35%)
 - Essentials of a binding contract.
 - Terms.
 - Validity.
 - Guarantees and Indemnities.
 - Privity and Assignment.
 - Discharge.
 - Remedies.
3. **Sale and supply of goods, services and related topics** (25%)
 - Sale of Goods Act 1979 (as amended)
 - Supply of Goods and Services Act 1982 (as amended)
 - Consumer Rights Act 2015.
 - Unfair contract terms and legislation.
4. **Agency** (15%)
 - Formation.
 - Duties of an agent.
 - Duties of a principal.
 - The agent's authority.
 - The agent's liability.
 - Termination.
 - Bailment.

5. **Other contractual matters** (10%)

- Guarantees.
- Indemnities.
- Bailment.
- Liens.

Assessment

Assessment will be by a one-hour online examination involving 60 multiple choice questions.

Business Law

46 Guided Learning Hours 101 Total Qualification Time

Learning outcomes, The learner will:		Assessment criteria LEVEL 3 F/502/0123 The learner can:	
1.	Understand the basic principles and procedures of the English legal system.	1.1	Describe the principles of the English legal system.
		1.2	Describe the structure of the English court system.
2.	Understand the main principles of English contractual law.	2.1	Assess the validity of a contract.
		2.2	Explain the application of remedies for breach of contract.
3.	Understand the legislation governing the supply of goods and services.	3.1	Assess the application of legislation governing the supply of goods and services.
		3.2	Explain the application of implied terms relating to the supply of goods and services.
		3.3	Explain remedies for non- delivery and non-payment.
		3.4	Explain the nature of unfair terms.
		3.5	Outline the effects of breaches of legislation.
		3.6	Explain the effect of the Unfair Contract Terms Act 1977 and Part 2 of the Consumer Rights Act 2015.
4.	Understand the principles of agency.	4.1	Explain how to create an agency agreement.
		4.2	Explain the rights and duties of a principal and agent.
		4.3	Explain the liability of an agent to a third party.
5.	Understand the principles of bailor/bailee relationships and line.	5.1	Describe the rights and duties of bailor and bailee and the remedies for breach.
		5.2	Explain the remedies for breach of bailor and bailee duties.

Indicative content

1.	<ul style="list-style-type: none"> • Development of Common Law and the operation of judicial precedent. • Creation of statute law and the rules governing statutory interpretation. • Origins, purpose, operational characteristics and types of delegate legislation. • Structure of the courts system and the division between civil and criminal. • County Court and Small Claims track. • Jurisdiction of the High Court and the role of each division and court. • Roles of the Court of Appeal (Civil Division) and the UK Supreme Court. • The different personnel who preside over the various courts.
2.	<ul style="list-style-type: none"> • Essential elements of a binding contract. • Offers, invitations to treat and mere requests for information. • Rules relating to acceptance and application of rules by objective meaning. • Consideration within a contractual framework and distinction between executed, executory and past consideration. • Intention to create legal relations and social, domestic and business agreements. • Capacity relating to minors' contracts, beneficial contracts of service and contracts entered into by those of unsound mind, habitual drunkards etc. • Effect of exemption, limitation and exclusion from liability clauses. • Effect of the Part 2 of the Consumer Rights Act 2015 on unfair terms. • The requirement of reasonableness. • Scope and effect of the Unfair Terms in Consumer Contracts Regulations 1999. • Contracts which must be evidenced or made in writing in order to be valid. • Guarantees and indemnities and the importance of the distinction in the context of the credit industry. • Rules relating to mistake. • Misrepresentation – fraudulent, negligent and innocent. • Undue influence – actual and presumed. • Duress including economic duress. • Doctrine of privity of contract. • Effects of the Contracts (Rights of Third Parties) Act 1999. • Circumstances in which contractual rights are assigned voluntarily and involuntarily. • Rules relating to common methods of contract discharge, including breach. • Breach of condition and breach of warranty. • Remedies for breach of contract in common law and equity. • Remedy of line, rules governing the rights and duties of parties.

3.	<ul style="list-style-type: none"> Principles underpinning specific provisions of the Sales of Goods Act 1979, the Supply of Goods and Services Act 1982, the Consumer Rights Act 2015 and their effects. Application of the principles of underpinning to business transactions. Areas covered by the Sale of Goods Act 1979, the Supply of Goods and Services Act 1982 and the Consumer Rights Act 2015. Methods of price and payment determination arising from proper application of statutes. Implied terms and infringement of implied terms. Exclusion of statutory rights under the Unfair Contract Terms Act 1977 and Consumer Rights Act 2015. Consumer sales and non-consumer sales.
4.	<ul style="list-style-type: none"> The circumstances where exclusion of the seller's liability is impossible and application of the 'reasonableness' test and the 'unfairness' test to an exclusion clause supported by relevant case and statute law. The scope and effect of the Consumer Rights Act 2015. Rules on the passing of property in the goods of the contract. Differences between specific goods, unascertained goods and future goods. 'Nemo dat quod non habet' principle and effect. Exceptions contained in Sections 21-25 Sale of Goods Act 1979, Section 2 Factors Act 1889 and Part III, Hire Purchase Act 1964. Passing of risk and the reservation of title to the goods. Rules relating to delivery and acceptance of the goods comprised in the contract. Remedies for non-compliance with statutory implied terms in consumer contracts.
5.	<ul style="list-style-type: none"> The principles of the law of agency and the reasons for appointing agents. Methods by which agency is created. Various types of authority which agents may possess; application of these to a factual matrix and assessment of their legal effects. The duties of an agent and the rules relating to situations where the principal is either disclosed or undisclosed. The liability of the agent for breach of warranty of authority to a third party and application of these criteria correctly to conflicts between parties and assessment of their legal effect. The provisions of the Commercial Agents (Council Directive) Regulations 1993. The rights and liabilities of different types of agent. The law of bailment with particular reference to the rights and duties of bailor and bailee. Respective remedies for breach of rights and duties in bailment on either side. The liability or otherwise of the principal, agent and third-party in a tripartite agreement.

Assessment - Assessment will be by a one-hour online examination involving 60 multiple choice questions.

Business Environment

46 Guided Learning Hours 101 Total Qualification Time

Aim

The unit places the working environment in context through the development of an understanding of four elements, the structure and function of organisations, organisational management, marketing and the external environment such as the economy and markets.

Syllabus topics

1. **The economy** (10%)
 - The British economy.
 - Nature of industry.
 - Employment patterns and population trends in the UK.
2. **The organisation** (15%)
 - Types of business organisation.
 - Organisational objectives.
 - Stakeholders.
 - Growth and development and change in organisation.
 - PESTEL analysis.
3. **Organisational management** (15%)
 - Management and leadership.
 - Groups and teams within the organisation.
 - Motivation and job satisfaction.
 - Communication in organisations.
 - Communication system.
4. **The market environment** (15%)
 - Marketing management.
 - Elements of marketing.
 - The product life cycle.
 - Promotion.
 - Pricing strategies.

5. **The competitive environment** (25%)
- Market structures and behaviour.
 - Costs and economies of scale.
 - Supply, demand and pricing.
 - Determination of exchange rates.
 - Elasticity.
 - Effects of government intervention and regulation.
6. **The macro-economic influences on the organisation** (20%)
- Circular flow of income.
 - The business cycle and the multiplier.
 - Economic growth.
 - Inflation and deflation.
 - Unemployment.
 - Government economic policies and their effects.

Assessment

Assessment will be by a one-hour online examination involving 60 multiple choice questions.

Business Environment

46 Guided Learning Hours 101 Total Qualification Time

Learning outcomes The learner will:		Assessment criteria LEVEL 3 Y/502/0127 The learner can:	
1.	Understand the structure of the UK economy.	1.1	Explain the structure of the UK economy.
2.	Understand the structure of business organisations.	2.1	Assess the advantages and disadvantages of different types of business organisation
		2.2	Explain how different objectives impact on a business organisation.
		2.3	Assess factors which cause change in organisations and how these are managed.
		2.4	Use PESTLE analysis, to explain the impact of internal and external factors on the business organisation.
3.	Understand the factors influencing the operation of business organisations.	3.1	Assess the impact of management styles on the operation and culture of business organisations.
		3.2	Assess factors which influence effective team working.
		3.3	Assess the effectiveness of different types of business communication.
4.	Understand how marketing concepts impact on business activity	4.1	Explain how the marketing mix influences marketing activity.
		4.2	Assess the role of market segmentation in marketing management.
		4.3	Explain the impact of the product life cycle on marketing decisions.
5.	Understand the factors that impact on the competitive market.	5.1	Explain how the structure and behaviour of firms influences the competitive market.
		5.2	Assess the impact of costs and economies of scale on the competitive market.
		5.3	Explain the impact of supply and demand on business organisations.
		5.4	Explain how Governments implement competition policy.

6.	Understand the macro-economic influences on the organisation.	6.1	Explain how the business cycle impacts on business decision making.
		6.2	Explain how the circular flow model of the economy shows the level of economic activity.
		6.3	Explain the main macro-economic objectives of Governments and how these may conflict.
		6.4	Explain how government policies influence the business environment.

Indicative content

1.	<ul style="list-style-type: none"> • Up-to-date outline of the British economy. • Changes between primary, secondary and tertiary sectors of industry. • Changing pattern of employment within the UK. • Economic effects of changes in size, geographical distribution, gender, ethnicity and age composition of the population. • Need for provision of merit and collective (public) goods and of welfare services.
2.	<ul style="list-style-type: none"> • Main types of business organisation and advantages and disadvantages. • Different objectives. • Types of objectives that a firm might choose and the factors influencing their choice. • Main stakeholder groups, and how they judge an organisation. • Conflicts that arise between different stakeholder groups. • Development of multinational companies, growth, objectives, management and problems of different growth strategies. • External factors influencing the business environment (PESTEL) and their impact on the organisation. • Barriers to successful change. • Organisational development approach and the management of change.
3	<ul style="list-style-type: none"> • Main styles of leadership, and the personal and organisational factors which influence the choice and effectiveness. • Organisational culture and ways in which organisations can change. • Employee motivation and job design. • Performance appraisal. • The development of people within an organisation. • Nature of groups and teams within an organisation. • Communication process and flow of information. • Main barriers to communication and how these can be overcome.
4.	<ul style="list-style-type: none"> • The marketing concept and the importance of marketing within the business environment. • The principles of marketing and marketing management. • Market segmentation – the methods and advantages. • The marketing mix. • Concept of the product life cycle.
5.	<ul style="list-style-type: none"> • Structure and behaviour of imperfectly competitive firms including monopolies. • Internal and external economies of scale. • Effect of variations in supply and unit cost on revenue and profit/supply and demand. • How exchange rates are determined by the interaction of supply and demand. • The importance of price elasticity of demand in relation to pricing strategies. • Key features of competition policy and Government intervention.

6.	<ul style="list-style-type: none"> • The macro-economic influences on the organisation. • The business cycle and how fluctuations can impact upon organisations. • Aims of government economic policy and how these can sometimes be in conflict. • How inflation is measured and its impact upon organisations. • The principles of monetary policy. • Basic principles of fiscal policy. • The government's supply side policies relating to labour and capital markets. • How changes in economic measures affect markets and organisations.
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Assessment - Assessment will be by a one-hour online examination involving 60 multiple choice questions.

Advanced Business Communications and Personal Skills

32 Guided Learning Hours 104 Total Qualification Time

Aim

The unit develops the advanced business communications and personal skills required for advanced credit controller, debt collection specialist and enforcement work.

Syllabus topics

1. **Development of customer relationships** (22%)
 - Meaning of excellent customer service.
 - Internal and external stakeholders.
2. **Range of communication and negotiation skills** (22%)
 - Effective negotiation with customers/colleagues at all levels.
 - Sensitive negotiations.
 - Effective communication skills using a range of media.
3. **Working relationships** (14%)
 - Build and maintenance of good working relationships.
 - Effective working with other business areas.
4. **Meeting commitments/targets and improvement to working practices** (21%)
 - Organisation of work.
 - Improvement to working practices.
 - Ownership of specific changes through to implementation.
5. **Reflective practice** (21%)
 - Evaluation of communication and personal skills performance.
 - Assessment of changes in approach and outcome.
 - Action planning to improve performance.

Assessment

Assignment.

Advanced Business Communications and Personal Skills

32 Guided Learning Hours 104 Total Qualification Time

Unit aim

To develop the advanced business communications and personal skills required for advanced credit controller, debt collection specialist and enforcement work.

Learning outcomes The learner will:		Assessment criteria The learner can:	
1	Know how to develop positive and sustained relationships while dealing with a difficult topic.	1.1	Explain the meaning of excellent customer service for their area of work with reference to internal and external stakeholders.
		1.2	Explain questioning techniques used to fully understand a customer's situation, specialist needs or requirements and develop acceptable solutions.
		1.3	Use examples of internal or external stakeholders in own practice to explain how to identify, defuse and resolve difficult and sensitive situations in a way which maintains positive relationships.
2	Know a range of communication and negotiation skills which are in line with legal, regulatory and organisational requirements.	2.1	Use examples from own practice to explain how to negotiate effectively with customers/colleagues at all levels.
		2.2	Use examples from own practice to negotiate sensitively in difficult situations.
		2.3	Use examples from own practice to explain effective communication skills using a range of media.
3	Be able to build and maintain good working relationships within teams and with other business areas to achieve results.	3.1	Use examples from own practice to explain how to build and maintain good working relationships within teams to achieve results.
		3.2	Use examples from own practice to explain how to work effectively with other business areas to achieve results.
4	Be able to use effective personal skills to meet commitments/targets and find time to improve working practices.	4.1	Explain how they have organised work to meet commitments / targets, including finding time to improve working practices.
		4.2	Explain how they have supported the identification of improvements to working practices.
		4.3	Explain how they have taken ownership of specific changes through to implementation.

5	Be able to reflect on business communications and personal skills over a period of time.	5.1	Evaluate their overall business communications and personal skills performance over at least three months.
		5.2	Assess how approaches and outcomes have evolved based on this experience.
		5.3	Develop an action plan to improve business communications and personal skills.

Assessment Assignment

Indicative content

1.1	<ul style="list-style-type: none"> Range of internal and external stakeholders e.g., consumer, sole trader, employee of business, team members, cross departmental colleagues, external organisations. Meaning of excellent customer service of their area of work (organisational values, Corporate Social Responsibility statement, adherence to customer focused benchmark e.g., Customer Service Excellence) Identification and implementation of customer needs.
1.2	<ul style="list-style-type: none"> Questioning techniques, for example: <ul style="list-style-type: none"> Funnelling Probing Open / Closed questioning Salami technique Application of forbearance and due consideration How to develop acceptable solutions, e.g.: <ul style="list-style-type: none"> Flexibility within parameters BATNA (best alternative to a negotiated agreement) Referral processes
1.3	<ul style="list-style-type: none"> Appropriate techniques for identifying, defusing and resolving difficult and sensitive/vulnerable situations professionally, e.g., relationship breakdowns, fraud, disputes, mental health problems, insolvencies <ul style="list-style-type: none"> Active listening Mirroring Empathy Vulnerability techniques e.g. <ul style="list-style-type: none"> TEXAS BLAKE IDEA following TEXAS SPIDER BRUCE. How to maintain positive relationships with customers <ul style="list-style-type: none"> Compromise Treating the customer not the problem Ownership of issues

2.1	<p>How to communicate effectively with customers/colleagues at all levels.</p> <ul style="list-style-type: none"> • Two ways medium. • Communication styles. • Communication channels. • Clarity and speed. • Noise. • Adherence to legal requirements, e.g., GDPR, anti-harassment legislation, AML anti money laundering and fraud prevention, Consumer Credit Act, Consumer Rights Act. • Adherence to regulatory requirements e.g., FCA handbook, Consumer Duty, codes of practice, professional standards, sector bodies, industry benchmarks, CICM vulnerability framework.
2.2	<p>How to follow up a customer and re-negotiate sensitively in difficult situations, e.g., default on repayment; request for credit refused; solution to query rejected.</p> <ul style="list-style-type: none"> • Preparing the listener for bad news. • Leaving room for reaction and venting. • Having BATNA and alternatives. • Win – win. • Adherence to legal requirements, e.g., GDPR, anti-harassment legislation, AML anti money laundering and fraud prevention, Consumer Credit Act, Consumer Rights Act. • Adherence to regulatory requirements e.g., FCA handbook, Consumer Duty, codes of practice, professional standards, sector bodies, industry benchmarks, CICM vulnerability framework.
2.3	<ul style="list-style-type: none"> • Effective communication using a range of media, e.g., phone, email, SMS, letter and face-to-face. • Appropriate language, e.g., avoidance of jargon. • Adherence to legal requirements, e.g., GDPR, anti-harassment legislation, AML anti money laundering and fraud prevention, Consumer Credit Act, Consumer Rights Act. • Adherence to regulatory requirements e.g., FCA handbook, Consumer Duty, codes of practice, professional standards, sector bodies, industry benchmarks, CICM vulnerability framework.
3.1	<p>How to build and maintain good working relationships within teams to achieve results.</p> <ul style="list-style-type: none"> • Team mission. • Performance targets. • Buddy up systems. • Incentives. • Golden rule.
3.2	<p>How to work with other business areas, e.g., sales and compliance/quality team to achieve results.</p> <ul style="list-style-type: none"> • Education. • Co-operation. • Communication.

4.1	<p>Effective time management techniques, e.g.</p> <ul style="list-style-type: none"> • Covey's four quadrant matrix. • Task blocking with cut offs. • Time outs and distraction limits. • Maximising quick wins. • Awareness of own peaks and troughs.
4.2	<p>How to identify opportunities to improve work practices.</p> <ul style="list-style-type: none"> • Process improvement programme e.g., Six Sigma or similar. • Flagging ideas – route to referral. • Continual Professional Development.
4.3	<ul style="list-style-type: none"> • How to take ownership of specific changes e.g., personal changes, changes affecting team, changes affecting organisation. • Taking through to implementation, e.g., personal application, referral to line manager, inclusion on project team, heading up change.
5.1	<p>Reflective consideration of personal skills and abilities in collections work; keeping up to date with relevant changes to approach; supporting others in their development through mentoring/coaching.</p>
5.2	<ul style="list-style-type: none"> • Performance results based on business communications and personal skills, e.g customer care, communication (written and oral), time management, team-working) • Improved skills and abilities. • Change in approach, attitude, confidence. • Reasons for change.
5.3	<p>Reflective consideration of gaps in business communications and personal skills; seeking feedback and acting on it to improve performance; building capability through ownership of own development; identifying opportunities to improve work practices using SMART goals.</p>

Assessment - Assignment

Please note that when completing assignments, learners should be working within the areas under consideration and able to demonstrate practical application at Level 3. Level 3 writing requires skills sets that expect you to apply your knowledge, demonstrate your understanding of the subject, show how well you handle well defined tasks and problems, investigate information and ideas to form actions and assess how effective applied methods are.

Advanced Collections

32 Guided Learning Hours 104 Total Qualification Time

Aim

The unit develops the advanced collection knowledge and skills required for advanced credit controller and debt collection specialist work.

Syllabus topics

1. **Organisation of collections work** (22%)
 - Organisation's collections strategy.
 - Group, prioritization and monitor of collections work.
 - Collections cycle.
2. **Collection skills and tools** (22%)
 - Different methods of contact.
 - Range of effective communication skills.
 - Collection tools.
3. **Working relationships** (14%)
 - Challenges of managing internal and external relationships.
 - Achievement of positive outcomes for a range of stakeholders.
4. **Collections work** (21%)
 - Handling of collections work including complex customer requirements.
 - Handling customers with disputes or complaints.
 - Handling challenging customer behaviour.
5. **Reflective practice** (21%)
 - Evaluation of collections performance.
 - Assessment of changes in approach and outcome.
 - Action planning to improve performance.

Assessment

Assignment.

Please note that when completing assignments, learners should be working within the areas under consideration and able to demonstrate practical application at Level 3. Level 3 writing requires skills sets that expect you to apply your knowledge, demonstrate your understanding of the subject, show how well you handle well defined tasks and problems, investigate information and ideas to form actions and assess how effective applied methods are.

Advanced Collections

32 Guided Learning Hours 104 Total Qualification Time

Aim

To develop the advanced collections knowledge and skills required for advanced credit controllers and debt collection specialist work.

Learning outcomes The learner will:		Assessment criteria The learner can:	
1	Know how to organise and manage collections work in line with legal, regulatory and organisational requirements.	1.1	Explain your organisation's collections strategy in line with legal, regulatory and organisational requirements.
		1.2	Explain how to group, prioritise and monitor collections work to meet a range of targets.
		1.3	Explain how to adjust the management of collections activity at different stages of the collections cycle.
2	Understand the range of skills and tools necessary to achieve successful collections for their area of work in line with legal, regulatory and organisational requirements.	2.1	Explain different methods of contact and when each is effective in the collection of debt.
		2.2	Explain a range of communication skills and how they can be effective in negotiating repayment.
		2.3	Explain the collections tools they use to maximise collections without damaging customer goodwill.
3	Know how to manage relationships during collections.	3.1	Explain the challenges of managing internal and external relationships during collections activity.
		3.2	Explain how to achieve positive outcomes for a range of stakeholders during collections activity.
4	Be able to carry out collections work for range of customers in line with legal, regulatory and industry frameworks.	4.1	Evidence how they have handled collections work over a period of at least 3 months, including customers with complex requirements.
		4.2	Exemplify their ability to handle customers with disputes or complaints.
		4.3	Exemplify their ability to handle challenging behaviour.

5	Be able to reflect on collections work they have carried out over a period of time.	5.1	Evaluate their overall collections performance over a period of at least 3 months.
		5.2	Assess how approaches and outcomes have evolved based on this experience.
		5.3	Develop an action plan to improve personal collections skills.

Assessment Assignment

Indicative content

1.1	<ul style="list-style-type: none"> • Pre and post default collection strategies. • Consideration of different approaches to collections, e.g., using risk categorisation / collection segmentation. • Adherence to legal requirements, e.g., GDPR, anti-harassment legislation, AML anti money laundering and fraud prevention, Consumer Credit Act, Consumer Rights Act, Late Payment of Commercial Debts (Interest) Act. • Adherence to regulatory requirements e.g., FCA handbook, codes of practice, professional standards, sector bodies, industry benchmarks, CICM vulnerability framework. • Alignment to organisational risk strategy – incorporating risk appetite / risk-reward ratio, commercial context and cashflow, departmental policies and procedures. • Balancing Return on Investment (ROI) against customer satisfaction/retention.
1.2	<p>Group – identify, act on, manage with flexibility:</p> <ul style="list-style-type: none"> • ‘will pays – but don’t’ • ‘won’t pays – but could’ • ‘can’t pays – but wish to’ • Deceased • Vulnerable <p>Prioritise – Pareto analysis; aligning to KPIs and target groups</p> <p>Monitor – relevant performance checks by, for example: internal audits, spot checks, buddy systems, call monitoring, speech analytics, huddles, one-on-ones, peer feedback, self-evaluation, staff questionnaires, service audits, customer feedback surveys, mystery shoppers, social media commentary.</p> <p>Relevant targets, e.g.</p> <ul style="list-style-type: none"> • Collections targets. • Handling vulnerability. • Staff performance. • Compliance. • Quality of customer engagement.

1.3	<p>Stages:</p> <ul style="list-style-type: none"> • Proactive collection. • Early delinquency. • Default. • Protracted default. • Recoveries (covered in 'Debt Recovery' unit) • Defined process with fixed start and end. • Flexibility within process. • Recommendations outside of standard process.
2.1	<p>Advantages and disadvantages of:</p> <ul style="list-style-type: none"> • Written communications (letter, SMS, email) • Telephone calls. • Home visits. • Outsource contact (e.g., after transfer to a collection agency, sale of debt or court action)
2.2	<p>Relevant communication skills e.g., empathy, active listening (e.g., for triggers), clarity, flexibility, questioning, positive and appropriate language, vocal adjustment; building rapport; avoiding jargon.</p> <p>Conversation frameworks: TEXAS, IDEA, BLAKE, SPIDER, BRUCE</p> <p>Relevant negotiation skills e.g.</p> <ul style="list-style-type: none"> • Win – win for mutually acceptable outcome. • Best Alternative to a Negotiated Agreement (BATNA) • Mirroring. • Funnel technique. • Push – Pull theory. • Benefits versus consequences.
2.3	<p>Relevant positive tools e.g.</p> <ul style="list-style-type: none"> • Budgeting advice specialists. • Standard Financial Statement / budget calculator / income and expenditure form. • More affordable tariffs. • Simplified bills with 'help' section. • Smart metering (e.g., in the utilities sector) • Pre-payment metering to avoid spiralling indebtedness. • Affordable payment methods such as direct debit or payment card. • Support schemes. • Social responsibility funds. <p>Relevant consequence tools e.g.</p> <ul style="list-style-type: none"> • Suspension of service. • Default notice/Letter before Action. • Transfer to a collection agency. • Commencement of legal action. • Damage to credit record.
3.1	<p>Internal relationships e.g.</p> <ul style="list-style-type: none"> • Sales/Marketing. • Credit risk / new business. • Accounts Payable / treasury. • Financial Director. • Customer services.

	<ul style="list-style-type: none"> • Benefit delivery. • Social fund. <p>External relationships e.g.</p> <ul style="list-style-type: none"> • Third party debt collection agencies. • Debt purchasers. • Debt management services. • Credit bureaux / credit reference agencies. • Consumer support groups / debt advice organisations. • Third party debt management services. • Credit insurers. • Credit / Trade circles. • Other competitors and creditors.
3.2	<ul style="list-style-type: none"> • Customer relationship management – maintaining strong, positive and sustained relationships. • Service Level Agreements and contractual clarity. • Policy and procedures. • Communication. • Reporting.
4.1	<ul style="list-style-type: none"> • Case evidence of activity. • Explanation of approach. • Assessment of outcomes. <p>Examples of customers with complexity e.g.</p> <ul style="list-style-type: none"> • Customers in vulnerable circumstances (physical incapacity, mental health, age, carer obligations). • Financially vulnerable (over-extended; cases of multiple debt). • Suicidal customers. • Deceased customers and their next of kin. • Customers requiring education in money management. • Business customers across multiple sites.
4.2	<ul style="list-style-type: none"> • Genuine disputes and query resolution. • Complaints and excuses used to evade payment. • How to identify, defuse and resolve or refer.
4.3	<ul style="list-style-type: none"> • Threats from argumentative and abusive callers. • Customers evading collection activity and conversation.
5.1	Reflective consideration of personal skills and abilities in collections work; keeping up to date with relevant changes to approach; supporting others in their development through mentoring/coaching.
5.2	<ul style="list-style-type: none"> • Performance results based on financial and qualitative targets (e.g., sustainable repayment and customer retention) • Improved skills and abilities. • Change in approach, attitude, confidence. • Reasons for change.
5.3	Reflective consideration of gaps in personal skills and abilities in collections work; seeking feedback and acting on it to improve performance; building capability through ownership of own development; identifying opportunities to improve work practices using SMART goals.

Advanced Enforcement

32 Guided Learning Hours 104 Total Qualification Time

Aim

The unit develops and assesses the advanced knowledge, skills and behaviours of senior enforcement agents.

Syllabus topics

1. **Roles and responsibilities** (22%)
 - Powers of enforcement agents.
 - Obligations of enforcement agents.
 - Risks associated with enforcement.
2. **Taking Control of Goods** (22%)
 - Impact of legal, regulatory and industry frameworks on enforcement.
 - Prescribed forms for each stage of the Taking Control of Goods procedure.
 - Key risks of non-compliance associated with form completion.
 - Relative methods of four ways of Taking Control of Goods.
3. **Customer relationship management** (14%)
 - Challenges of managing internal and external relationships.
 - Positive outcomes for a range of stakeholders.
4. **Advanced enforcement work** (21%)
 - Handling enforcement work including customers with complex requirements.
 - Handling customers with disputes or complaints.
 - Handling challenging customer behaviour.
5. **Reflective practice** (21%)
 - Evaluation of skills and practice.
 - Assessment of changes in approach and outcome.
 - Action planning to improve performance.

Assessment

One written assignment which requires work-based evidence.

Advanced Enforcement

32 Guided Learning Hours 104 Total Qualification Time

Aim

The unit aims to develop and assess the advanced knowledge, skills and behaviours of senior enforcement agents.

Learning outcomes The learner will:		Assessment criteria The learner can:	
1	Know the role and responsibilities of enforcement agents.	1.1	Explain the powers of enforcement agents and where they derive.
		1.2	Explain the obligations of enforcement agents.
		1.3	Explain the main risks associated with enforcement.
2	Know the practice of Taking Control of Goods procedure.	2.1	Explain the impact of legal, regulatory and industry frameworks on enforcement.
		2.2	Identify the prescribed forms required at each stage of the Taking Control of Goods procedure.
		2.3	Explain key risks of non-compliance associated with form completion.
		2.4	Assess the relative merits of the four ways of Taking Control of Goods.
3	Know how to deliver customer care during enforcement work.	3.1	Exemplify their ability to deliver customer care during enforcement work.
		3.2	Exemplify techniques used to identify and communicate with customers in vulnerable circumstances.
		3.3	Explain a range of arrangements to support customers in vulnerable circumstances.
		3.4	Exemplify their ability to use a range of effective negotiation and influencing techniques during enforcement work.
		3.5	Exemplify their ability to handle verbal abuse and aggressive behaviour.
4	Be able to carry out enforcement work in line with legal, regulatory and industry frameworks.	4.1	Exemplify their ability to carry out enforcement work, including complex and/or difficult cases.
		4.2	Exemplify their ability to handle disputes or complaints.
5	Be able to reflect on enforcement work they have carried out over a period of time.	5.1	Evaluate their overall enforcement performance over the last three months.
		5.2	Assess how approaches have evolved based on this experience.
		5.3	Develop an action plan to improve personal enforcement skills.

Assessment One written assignment which requires work-based evidence. Please note that when completing assignments, learners should be working within the areas under consideration and able to demonstrate practical application at Level 3. Level 3 writing requires skills sets that expect you to apply your knowledge, demonstrate your understanding of the subject, show how well you handle well defined tasks and problems, investigate information and ideas to form actions and assess how effective applied methods are.

Indicative content

1.1	<ul style="list-style-type: none"> • Key developments of enforcement profession. • Importance of enforcement sector. • Structure of enforcement sector. • Powers of enforcement agent and where they derive, including: <ul style="list-style-type: none"> • Processes leading to the enforcement of areas subject to the Taking Control of Goods procedure for relevant debt streams, e.g. <ul style="list-style-type: none"> – High Court Writ of Control – County Court Warrant of Control – Council Tax – Non-Domestic Rates – Parking Fine – Commercial Rent Arrears – Magistrates Fine • Rights and powers of entry in a range of circumstances. • Role of police. • Obligations of the debtor during the taking control of goods procedure. • Fee structure and importance of correct payment handling.
1.2	<p>Obligations of enforcement agents, where relevant, including:</p> <ul style="list-style-type: none"> • Training and certification process - Form EAC1 • Taking Control of Goods: National Standards 2014 • Information and confidentiality. • Following correct procedures, including identification, documentation supplied and form completion. • When and where taking control of goods can be conducted. • Restrictions where a child or vulnerable person is involved. • Avoidance of action likely to result in a breach of the peace. • Handling of relevant goods found on a highway, e.g., hazardous materials or livestock. • Duty of care when removing and selling controlled goods, e.g., getting the best price and managing any claims appropriately.
1.3	<p>Main risks associated with enforcement, for example:</p> <ul style="list-style-type: none"> • Correct inputting of data. • Expiry dates of notice of enforcement. • Attendance at correct address. • Health and Safety/Risk Assessments. • Identification of a child or vulnerable person. • Following process in Tribunals, Courts and Enforcement Act for each specific debt type. • Correct charging of fees.
2.1	<p>Impact of legal, regulatory and industry frameworks on enforcement</p> <p>Legal and regulatory frameworks relevant to enforcement agents, including</p> <ul style="list-style-type: none"> • Powers and obligations conferred by the Tribunals, Courts and Enforcement Act 2007 and associated regulations, including Commercial Rent Arrears Recoveries (CRAR). • Relevant aspects of Human Rights legislation. • Data protection obligations, General Data Protection Regulations GDPR. • Other relevant legal frameworks, e.g., Insolvency rules and Civil Procedure

	<p>Rules 1998 Parts 55, 70, 83, 84, & 85</p> <ul style="list-style-type: none"> • Other relevant regulatory frameworks, e.g., Treating Customers Fairly and Financial Conduct Authority rules <p>Industry frameworks</p> <ul style="list-style-type: none"> • Enforcement Agents National Standards • Other relevant industry frameworks, e.g. <ul style="list-style-type: none"> – CICM Vulnerability Framework – HCEOA Best Practice & Best Practice on Fees – CIVEA Code of Conduct & Good Practice Guide – CEAA Purpose & Mission Statements <p>Impact of legal, regulatory and industry frameworks on enforcement:</p> <ul style="list-style-type: none"> • Implications of non-compliance. • Increased expectations to identify fraudulent activity, whistle-blowing • Changed client expectations about how enforcement work is carried out with increased focus on: <ul style="list-style-type: none"> – customer care and increased monitoring of customer experience – debt prevention – responsible lending, involvement in identifying early warning signals for client, building awareness of affordability schemes, smart meters, making bills more affordable, energy efficiency schemes. • Clients and enforcement organisations differentiating on the quality customer care, including: <ul style="list-style-type: none"> – Service Level Agreements (SLAs)/targets for completion of key activities – Focus on individual customer circumstances, positive outcomes for all customers, tailored customer solutions, identification and support for people in vulnerable circumstances.
2.2	<p>Prescribed forms as listed in Taking Control of Goods Practice Direction 84: CPR Part 84PD.3—2.1 Rule 84.18</p> <ul style="list-style-type: none"> • Notice of Enforcement (Reg 7) • Controlled Goods Agreement (Reg 15) • Warning of Immobilisation (Reg 16(3)) • The Inventory <p>Removal and Sale of Goods forms:</p> <ul style="list-style-type: none"> • Notice of Intention • Notice of Sale • Notice that goods have been removed for storage or sale • Itemised statement of goods sold and details of sale proceeds
2.3	<ul style="list-style-type: none"> • Key risks of non-compliance associated with form completion, e.g., incorrect form used, illegibility, missing, inaccurate or incomplete information. • Process invalidated if non-compliant.
2.4	<p>Relative merits of the four ways of Taking Control of Goods:</p> <ul style="list-style-type: none"> • Secure goods on premises where found. • Secure on highway where found or within a reasonable distance. • Remove and secure elsewhere. • Enter into a controlled goods agreement with debtor.
3.1	<p>Customer care during enforcement work towards clients, debtor or any other third party, including:</p> <ul style="list-style-type: none"> • For client: clear case reports, prompt and regular payment of funds, access to information by web or telephone. • For debtor: clear guidance, answers to queries, clearly completed form

	<p>and notices.</p> <ul style="list-style-type: none"> • Following National Standards regarding professionalism and conduct. • Written complaints procedure. • Confidentiality. • Time and hours of attendance. • Care of people who might be vulnerable, including children.
3.2	Negotiation and influencing techniques, including assertiveness, win: win.
3.3	<p>Identification and communication with customers in vulnerable circumstances, including</p> <ul style="list-style-type: none"> • Triggers – behaviours and what is said during enforcement or call with a judgment debtor to indicate potential vulnerability. • Use of conversation tools: TEXAS, BLAKE, IDEA, SPIDER, BRUCE. • Actions to take in situations where vulnerable people are involved.
3.4	<p>Arrangements to support customers in vulnerable circumstances, including</p> <ul style="list-style-type: none"> • Any safeguarding policies. • Support options, departments/external agencies providing debt advice. • Self-disclosure about needs. • Consent arrangements. • Protocols for handling enquiries from third parties. • Appropriate communication methods.
3.5	<p>How to handle verbal abuse or aggressive behaviour, including</p> <ul style="list-style-type: none"> • How to recognise and assess conflict situations, duty of care of employer and employee, risk assessment. • How to handle verbal abuse and aggressive behavior, including triggers; body language; attitudes and behaviours; communication; avoiding conflict; understanding signs of aggression. • How to defuse and resolve conflict situations. • How to reduce risks associated with potential conflict situations, including exit strategies.
4.1	Handling complex and difficult cases, e.g., ownership and/or exemption disputes, including time management; case reports, guidance to debtor and accurate form completion.
4.2	<ul style="list-style-type: none"> • Enforcement agent's obligations for dealing with real and potential complaints. • Complaint handling – where complaints can be escalated. • Report writing.
5.1	Reflective consideration of personal skills and abilities in collections work; keeping up to date with relevant changes to approach; supporting others in their development through mentoring/coaching.
5.2	<ul style="list-style-type: none"> • Performance results based on financial and qualitative targets, e.g., prompt and regular payments of funds received, prescribed form accuracy, clear case reports, identification and correct handling of cases involving vulnerable customers. • Improved skills and abilities. • Change in approach, attitude, confidence. • Reasons for change.
5.3	Reflective consideration of gaps in personal skills and abilities in enforcement work; seeking feedback and acting on it to improve performance; building capability through ownership of own development; identifying opportunities to improve work practices using SMART goals.

Credit Risk Management

32 Guided Learning Hours 104 Total Qualification Time

Aim

To develop the credit risk management knowledge and skills of advanced credit controller and debt collection specialists.

Syllabus topics

1. **Credit risks of an organisation** (8%)
 - Factors that affect credit risk.
2. **Organisational management of credit risk** (25%)
 - Legal and regulatory requirements to reduce credit risk.
 - Organisational policies and procedures framework.
 - Tools and systems available.
3. **Stakeholder contribution to credit risk process** (17%)
 - Role of internal and external stakeholders.
 - Different stakeholder requirements.
4. **Credit risk assessment work** (25%)
 - Assessment of credit risk.
 - Justification of credit decisions or recommendations.
 - Handling customer complaints or disputes.
5. **Reflective practice** (25%)
 - Evaluation of credit risk performance.
 - Assessment of changes in approach and outcome.
 - Action planning to improve performance.

Assessment

One written assignment.

Please note that when completing assignments, learners should be working within the areas under consideration and able to demonstrate practical application at Level 3. Level 3 writing requires skills sets that expect you to apply your knowledge, demonstrate your understanding of the subject, show how well you handle well defined tasks and problems, investigate information and ideas to form actions and assess how effective applied methods are.

Credit Risk Management

32 Guided Learning Hours 104 Total Qualification Time

Aim

To develop the credit risk management knowledge and skills of advanced credit controller and debt collection specialists.

Learning outcomes The learner will:		Assessment criteria The learner can:	
1	Understand the credit risks of an organisation.	1.1	Explain the factors that affect the credit risk of an organisation.
2	Know how an organisation can manage credit risk.	2.1	Explain the legal and regulatory requirements in place to reduce credit risk for their area of work.
		2.2	Explain how organisational policies and procedures provide a framework for managing credit risk.
		2.3	Explain the tools and systems available to assist credit risk management.
3	Understand the contribution of a range of stakeholders to the credit risk process.	3.1	Explain the role of internal and external stakeholders used in credit risk assessment work.
		3.2	Explain how they balance different stakeholder requirements in their credit risk work.
4	Be able to carry out credit risk assessment work in line with legal, regulatory and industry frameworks.	4.1	Assess credit risk using tools, systems and relevant stakeholders.
		4.2	Evidence their ability to make justified credit decisions or recommendations.
		4.3	Deal with complaints regarding credit decisions, using referral or resolution.
5	Be able to reflect on credit risk work they have carried out over a period of time.	5.1	Evaluate their overall credit risk performance over the last three months.
		5.2	Assess how approaches, working practices and outcomes have evolved based on this experience.
		5.3	Develop an action plan to improve their personal skills in the area of credit risk.

Assessment Assignment

Please note that when completing assignments, learners should be working within the areas under consideration and able to demonstrate practical application at Level 3. Level 3 writing requires skills sets that expect you to apply your knowledge, demonstrate your understanding of the subject, show how well you handle well defined tasks and problems, investigate information and ideas to form actions and assess how effective applied methods are.

Indicative content

1.1	<p>External business environment, including economic change and financial risk.</p> <p>The end-to-end customer journey and processes to resolve credit management and debt collection issues</p> <p>Overall customer portfolio, including propensity to default / bad debt risk ratio.</p> <p>Individual customer risk, including over-indebtedness, slow payment, bad debt and abscondment.</p> <p>Risk of fraud including cyber security and money laundering.</p> <p>Repercussions of non-compliance toward legal and regulatory obligations.</p>
2.1	<p>Applicable legislation and regulation, e.g.</p> <ul style="list-style-type: none"> • GDPR /data protection including profiling • Consumer Credit Act. • Anti-harassment laws. • Credit card regulation (e.g., PCI/DSS) • Basel IV. • Financial Conduct Authority including TCF and Consumer Duty. • Sarbanes Oxley. • Sector/regulatory requirements. • Professional standards. • Guidance for the fair treatment of customers and support of those in vulnerable circumstances. • External credit risk audits.
2.2	<p>Organisational requirements, policies and procedures which provide the framework for assessing credit risk, e.g.,</p> <ul style="list-style-type: none"> • Organisational risk strategy. • Organisational 'values' • Professional and organisational standards. • Credit policy. • Risk policy. • Vulnerability frameworks. • Compliance framework. • Scorecard metrics, including behavioural scoring and cohort analysis. • Internal credit risk audits. • Departmental procedures for managing credit risk including segregation of duties and referral process.
2.3	<p>The systems, tools and practices for identifying and assessing credit including specialist digital tools and searches, such as digital technology and data analytics, and their secure and ethical use.</p> <p>Systems to identify and assess risk, e.g., order control systems; automated allocation and reconciliation; interface with third party systems (e.g., credit bureau); credit reference agency use of big data (public / private / derived data); robotic automation.</p> <p>Tools to identify and assess risk, e.g., credit limits; credit risk categories; payment terms; methods of payment; risk-reward ratio; score-card algorithms, programs and cut-off score; judgmental decision making.</p> <p>Practices to identify and assess risk, e.g., digital technology, data analytics, risk assessment automation, governance of use including security features and ethical application.</p>

3.1	<p>How the credit management / debt recovery / enforcement role interacts with other areas of the business in relation to credit risk, for example:</p> <p>Internal stakeholders e.g., Sales and marketing teams; customer relationship/customer service agents; finance department; logistics; objectives of Board; own team including risk analysis, new business, credit admin and control.</p> <p>External stakeholders e.g., Credit bureau/credit reference agency; Financial Conduct Authority; customer; guarantor; credit circle; credit organisation; bank; credit insurer.</p>
3.2	<p>How to balance different stakeholder requirements when managing credit risk, for example:</p> <p>Applicable stakeholder requirements, for example:</p> <p>Financial requirements of organisation – cash flow (gearing), profit, bad debt provisioning, restrictions of insurer, team targets/Key Performance Indicators and reporting.</p> <p>Customer focused objectives – customer experience, quality control, codes of practice (e.g., Credit Services Association, guide to credit scoring).</p> <p>Sales objectives – marketing drives, target audience, risk/reward balance.</p> <p>Logistics – shipping (inco) terms, documentation, and insurance.</p> <p>Credit team – risk analyst parameters, new business take up rates and timing, credit control view, Quality Assurance.</p>
4.1	<ul style="list-style-type: none"> • Credit risk analysis and assessment of customer application. • justification of use of additional information to aid assessment process. • how to obtain and assess additional financial and non-financial information. • assessment review of existing customers using historical and behavioural data including cohort analysis. • how to monitor customer account trends to identify emerging risks. • how to identify high risk accounts and the strategies that can be applied to resolve high risk account issues. • engagement with stakeholders on accounts, for example to resolve issues, leverage payment, support business growth. • how to use questioning techniques to acquire information from customers to understand the customer's financial situation or specialist needs/requirements and develop acceptable solutions. • adherence to risk assessment protocols, including legal and regulatory requirements, organisational policies and procedures. • how to follow a risk aware, inquiring and future focused ethos. • how to assist with the reporting of credit checks and credit limits.
4.2	<ul style="list-style-type: none"> • Examples of accounts that have been assessed for creditworthiness and affordability. • evidence-based decisions on credit and debit cases, based on customer risk analysis. • negotiation of fair outcomes to reach mutually acceptable solutions. • verbal and written communication with own team and other stakeholders, adapting communication style as appropriate. • recommendations and decisions on credit lines, limits, terms and methods, and re-negotiated repayments. • selection of risk categories; decisions, referrals or recommendations made and the reason behind them. • how to use legal, regulatory and organisational in the analysis and decision making process.
4.3	<ul style="list-style-type: none"> • Evidence of how complaint cases are handled. • how to identify, defuse and resolve issues which have multiple strands or involve

	<p>sensitive situations.</p> <ul style="list-style-type: none"> • how internal process of customer complaint resolution, re-negotiation, referral and escalation policies are followed. • selection of credit management or debt collection strategies to resolve complaints concerning credit decisions. • adherence to appropriate external requirements e.g., FCA/credit scoring guidelines and best practice. • GDPR auto-profiling and Subject Access Rights. • how support and influencing techniques are used, for example in identifying and handling vulnerability. • how to take ownership through to resolution. • how to interpret and apply the legal and regulatory framework to resolve issues. • how to monitor complaints trends to identify emerging risks.
5.1	<ul style="list-style-type: none"> • Evidenced assessment of individual targets and results, in relation to credit/debt risk and team performance KPIs. • how management information tools are used to prioritise high risk accounts and plan workload. • ethical and secure use of a range of systems, tools and processes including digital technology and data analytics to deliver services to customers. • how management information ensures compliance with risk and collections policies, regulatory requirements and performance measures. • reflective consideration of personal skills and abilities in assessing and managing credit risk, e.g., taking ownership of specific changes through to implementation. • keeping up to date with relevant changes. • supporting others in their development through mentoring/coaching; resilience and enthusiasm and staying positive when under pressure.
5.2	<ul style="list-style-type: none"> • Review of personal and business working practices to identify changes (e.g., in approach, attitude, skills, abilities, confidence and outcomes) • assessment of the reasons for change. • performance results based on financial and qualitative targets, e.g., sustainable repayment and customer retention. • mapped evolution of changes, linked to development of credit risk skills. • use of feedback, consistent decision-making and interpretation of policies, to identify areas for personal and team development. • use of professional standards to improve own working practices and those of others.
5.3	<ul style="list-style-type: none"> • Plan of action in recognised structure. • plan addresses identified gaps in personal skills and abilities in credit risk work. • actions linked to feedback which identifies areas for personal development. • plan constructed with clear measures to reflect ways it will improve performance. • building capability through ownership of own development. • identifying opportunities to improve personal working practices using SMART goals.

Assessment Assignment

Debt Recovery Management

32 Guided Learning Hours 104 Total Qualification Time

Aim

To develop advanced knowledge and skills required for debt recovery management work.

Syllabus topics

1. **Debt recovery options** (10%)
 - Different options available in the recovery of debt.
2. **Preparation for debt recovery** (20%)
 - Liaison with relevant parties.
 - Debtor case review.
3. **Management of debt recovery procedures** (30%)
 - Monitor progress of debt recovery cases.
 - Maintain customer records in accordance with organisational legal and regulatory requirements.
 - Work with stakeholders.
4. **Debt recovery in line with legal, regulatory and industry frameworks** (20%)
 - Debt recovery case management including customers with complex requirements.
5. **Reflective practice** (20%)
 - Evaluation of oversight of debt recovery options.
 - Assessment of changes in approach and outcome.
 - Action planning to improve personal skills.

Assessment

One written assignment.

Please note that when completing assignments, learners should be working within the areas under consideration and able to demonstrate practical application at Level 3. Level 3 writing requires skills sets that expect you to apply your knowledge, demonstrate your understanding of the subject, show how well you handle well defined tasks and problems, investigate information and ideas to form actions and assess how effective applied methods are.

Debt Recovery Management

32 Guided Learning Hours 104 Total Qualification Time

Aim

To develop advanced knowledge and skills units required for debt recovery management work.

Learning outcomes The learner will:		Assessment criteria The learner can:	
1	Understand the options available in the recovery of debt.	1.1	Explain the different options available in the recovery of debt.
2	Know how to prepare for selected debt recovery actions.	2.1	Explain how to liaise with relevant parties before taking any form of debt recovery action.
		2.2	Explain how to review debtor cases in preparation for selected debt recovery options.
3	Know how to manage debt recovery procedures.	3.1	Explain how to monitor the progress of debt recovery cases in line with organisational, legal and regulatory timescales and requirements.
		3.2	Explain how to maintain customer records in accordance with organisational, legal and regulatory requirements.
		3.3	Explain how to work with stakeholders to manage the progress of recovery procedures
4	Be able to oversee debt recovery work for range of customers in line with legal, regulatory and industry frameworks.	4.1	Evidence how they have managed debt recovery cases over a financial quarter, including customers with complex requirements.
5	Be able to reflect on their oversight of debt recovery cases they have carried out over a period of time.	5.1	Evaluate their overall oversight of debt recovery options over a period of at least 3 months.
		5.2	Assess how approaches have evolved based on this experience.
		5.3	Develop an action plan to improve personal skills in the area of debt recovery management.

Assessment Assignment

Indicative content

1.1	<p>Options relevant for area of work, for example:</p> <ul style="list-style-type: none"> • Forbearance and due consideration (FCA) • Direct earnings attachment. • Continued collection activity. • Internal transfer or escalation. • Credit insurance (if applicable) • Write off. • Transfer to external collection agency. • Legal action / insolvency proceedings.
2.1	<ul style="list-style-type: none"> • Maintaining contractual relationships. • Two-way disclosure obligations of parties. • Progress reporting. <p>Examples of relevant parties:</p> <ul style="list-style-type: none"> • Internal stakeholders: <ul style="list-style-type: none"> – Sales (B2B) – Shipping departments. – Credit control. – Finance for bad debt provision. • External stakeholders: <ul style="list-style-type: none"> – Money advice organisations (Consumer). – External collection agency / creditor if case transferred.
2.2	<ul style="list-style-type: none"> • Check up to date records: <ul style="list-style-type: none"> – Documentation. – Chase records. – Payment records. – Customer flags (e.g., vulnerability) – Dispute resolution. • Issue relevant notices: <ul style="list-style-type: none"> – Final demand (B2B). – Default Notice (consumer). – Letter before Action if considering legal action follow. – Pre Action-Protocols under CPR. – Internal notice of intent. • Compile evidence in support. <ul style="list-style-type: none"> – Bills / invoices. – Chase history. – Proof of delivery of goods/service. – Proof of action within timelines. • Review financial viability. <ul style="list-style-type: none"> – Customer solvency /assets (B2B) – Affordability (Consumer) – Other commitments/debts. – Cost effectiveness to business. • Recovery strategy of organisation.
3.1	<ul style="list-style-type: none"> • Debt recovery strategies. • Organisational process. • Treating Customers Fairly (FCA)

	<ul style="list-style-type: none"> • Adherence to timelines (e.g., court rules) • Systems to progress and review cases. • Referral and escalation. • Considered outcome for the organisation. • Level of customer engagement.
3.2	<ul style="list-style-type: none"> • Security. • Accuracy. • Timeliness. • Adherence to: <ul style="list-style-type: none"> – Data Protection / GDPR. – FCA handbook protocols. – Pre Action-Protocol under CPR. – Reference to internal policy and process.
3.3	<p>Liaison with:</p> <ul style="list-style-type: none"> • Customer (including vulnerable situations) • Money advice organisations. • Other debt collection/recovery agencies. • Tracing agencies. • Solicitors. • Credit insurers. • Court officials – <ul style="list-style-type: none"> ○ Court officer. ○ Bailiff. ○ HCEOA. ○ District Judge.
4.1	<ul style="list-style-type: none"> • Working within legal, regulatory and organisational parameters • Resolving or refuting disputes. • Handling customers in vulnerable circumstances (physical incapacity, mental health, age, carer obligations; financially vulnerable) • Calculating repayment for customers of multiple debt; over-trading businesses. • Handling sensitive cases e.g., suicidal customers; next of kin for deceased customers; genuine disputes. • Customers requiring education in money management. • Business customers across multiple sites / entities. • Cross border customers.
5.1	<ul style="list-style-type: none"> • Reflective consideration of personal skills and abilities in recoveries work. • Keeping up to date with relevant changes to approach. • Supporting others in their development through mentoring/coaching.
5.2	<ul style="list-style-type: none"> • Performance results based on financial and qualitative targets (e.g., sustainable repayment and customer retention) • Improved skills and abilities. • Change in approach, attitude, confidence. • Reasons for change.
5.3	<ul style="list-style-type: none"> • Reflective consideration of gaps in personal skills and abilities in recoveries work. • Seeking feedback and acting on it to improve performance. • Building capability through ownership of own development. • Identifying opportunities to improve work practices using SMART goals.

Vulnerability Support

32 Guided Learning Hours 104 Total Qualification Time

Aim

To develop the knowledge and skills needed to identify and support customers in vulnerable circumstances.

Syllabus topics

1. **Understanding vulnerability** (16%)
 - Identify reasons for vulnerabilities.
 - Identify a range of vulnerabilities.
 - Assess the extend and impact of different vulnerabilities on stakeholders.
2. **Identification and recording of vulnerability** (20%)
 - Identify vulnerability within stakeholder groups.
 - Obtain consent to record vulnerabilities.
 - Organisational process for managing vulnerability records.
3. **Supporting those in vulnerable circumstances** (24%)
 - Organisational mechanisms to support and assist those in vulnerable circumstances.
 - Provide of effective support to those in vulnerable situations using a range of skills and qualities.
4. **Contact with customers in vulnerable circumstances** (15%)
 - Evaluate tools used to identify and investigate vulnerabilities.
 - Assess skills used to obtain successful outcomes.
 - Assess performance and any changes in approach and outcome.
5. **Embedding vulnerability awareness into working practices** (20%)
 - Evaluation of personal skills in relation to vulnerability.
 - Create ways to champion vulnerability awareness in an organization.

Assessment

One written assignment.

Please note that when completing assignments, learners should be working within the areas under consideration and able to demonstrate practical application at Level 3. Level 3 writing requires skills sets that expect you to apply your knowledge, demonstrate your understanding of the subject, show how well you handle well defined tasks and problems, investigate information and ideas to form actions and assess how effective applied methods are.

Vulnerability Support

32 Guided Learning Hours 104 Total Qualification Time

Aim

To develop the knowledge and skills needed to identify and support customers in vulnerable circumstances.

Learning outcomes The learner will:		Assessment criteria The learner can:	
1	Understand vulnerability.	1.1	Identify a range of vulnerabilities and explain reasons they may occur.
		1.2	Assess the extent of customer vulnerability within a sector or industry.
		1.3	Assess the impact of different vulnerabilities on stakeholders.
2	Understand how to identify and record vulnerability.	2.1	Explain how to identify vulnerability within stakeholder groups.
		2.2	Explain how to obtain consent to hold a record of vulnerability.
		2.3	Explain an organisation's process for flagging, accessing and updating a record of vulnerability.
3	Understand how to support those in vulnerable circumstances.	3.1	Explain the mechanisms in place within an organisation, to support and assist those in vulnerable circumstances.
		3.2	Explain the skills and qualities necessary to deliver effective support to those in vulnerable situations.
4	Show how to handle contact with customers in vulnerable circumstances.	4.1	Demonstrate over a period of 3 months, how you have successfully used tools to identify and investigate vulnerability in your contact with customers.
		4.2	Demonstrate the skills you have used to obtain successful outcomes with vulnerable customers.
		4.3	Reflect on your performance in relation to vulnerability and how skills and abilities have evolved over time.
5	Understand how to embed vulnerability awareness into working practices.	5.1	Create an action plan to further enhance your personal skills in relation to vulnerability.
		5.2	Devise ways an organisation could champion vulnerability within their processes.

Assessment Assignment

Indicative content

1	<ul style="list-style-type: none"> • Types of financial and non-financial vulnerability • Prioritisation of debt. • Common causes of vulnerability. • Importance of establishing cause and extent of problem. • Nature and scope of vulnerability. • Temporary and permanent vulnerabilities. • Complexities of multiple vulnerabilities. • Wellbeing support following difficult cases.
2	<ul style="list-style-type: none"> • Active listening. • True empathy. • Conversational tools - TEXAS, BRUCE, SPIDER; trigger words and phrases. • Indications of reassurance. • Identification and verification process. • Referrals. • Process to record, access and update systems. • Equality, diversity and inclusion. • Data protection protocols.
3	<ul style="list-style-type: none"> • Tools to progress conversation - IDEA, BLAKE, BRUCE, SPIDER • Budgeting tools - common financial statement. • Spending diary, repayment calculator. • Financial support - repayment schedule, payment holiday, settlement discount; legal and regulatory support - breathing space, forbearance and due consideration, FCA treating customers fairly, Consumer Duty. • Interpersonal skills and personal qualities; techniques for effective call control - helping customer feel comfortable, positive language, space for thought. • Offering appropriate advice and debt solutions; financial education and customer empowerment. • Signposting to specialist third party assistance (e.g., StepChange, Shelter, Mind).
4	<ul style="list-style-type: none"> • Case studies of work with vulnerable clients/customers • Range of examples including emergency cases, sensitive situations, e.g. self-harm or suicide, mental and social illness, complex medical conditions and dependencies, domestic abuse; challenging behaviours, e.g. verbal abuse, distressed, angry or highly emotional clients, volatile reactions. • Difficult conversations, e.g. explaining financial liability, addressing sanctions and repossessions, negotiating repayment agreement, responding to objections, handling dissatisfaction and complaints, explaining consequences, restricted ability of customer to process information; maintaining open dialogue and ongoing communication; customer feedback. • Performance results. • QA outcomes; reflective assessment; evidence of evolved skills.

5	<ul style="list-style-type: none"> • Vulnerable-aware culture. • Customer care outcomes. • Organisational goals, values, strategy, policy and procedures. • Guidelines and codes of practice. • Pro-active assessment. • Pre-set support mechanisms. • Multiple channels of contact and enhanced customer choice. • Matching client needs to provision. • Staff training. • Post-conversation wellbeing support and mental self-care for staff.
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Appendix A Map to CICM Professional Standards

CICM Diploma units	Strategy & policy	Business & regulatory acumen	Know your customer /client	Financial & data interpretation	Innovation & change	Comms & relationship building	Problem-solving and decision-making	Support and influencing	Passion for learning & drive for results	Team building & leadership	Brave	Curious	Resilient	Ethical
	CORE	CORE	CORE	CORE	CORE	CORE	CORE	CORE	CORE	CORE	CORE	CORE	CORE	CORE
	Business skills					Personal skills					Behaviours			
Vulnerability Support L3	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Credit Mgt (Trade, Export Consumer) L3	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Consumer collections L3	x	x	x	x	x		x	x	x		x	x	x	x
Business Law L3	x	x					x	x			x	x	x	x
Business Environ L3	x	x	x	x	x	x			x	x	x	x	x	x
Accounting Principles L3	x	x	x	x	Narrow focus		x		x		x	x	x	x
Advanced Bus Comms L3	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Credit Risk Mgt L3	x	x	x	x	Narrow focus	x	x	x	x	x	x	x	x	x
Advanced Collections L3	x	x	x	x	Narrow focus	x	x	x	x	x	x	x	x	x
Debt Recovery L3	x	x	x	x	Narrow focus	x	x	x	x	x	x	x	x	x
Advanced Enforcement L3	x	x	x	x	Narrow focus	x	x	x	x	x	x	x	x	x

Useful contacts

Learner study advice service 9:00 – 17:00 (UK time) Monday - Friday	T: +44 (0)1780 722900
Advice on studying for CICM qualifications	E: info@cicm.com
Advice on any aspect of the assessment process	E: awardingbody@cicm.com
Advice on CICM membership	T: +44(0)1780 722900 E: cicmmembership@cicm.com
Subscriptions and accounts department	T: +44 (0)1780 722900
CICM website	www.cicm.com

Chartered Institute of Credit Management

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Bakewell Road
Orton Southgate
Peterborough
PE2 6XS

Chartered Institute of Credit Management

The Chartered Institute of Credit Management (CICM) is the largest recognised professional body in the world for the credit management community. Formed over 85 years ago, the Institute was granted its Royal Charter in 2014. Representing all areas of the credit and collections lifecycle, it is the trusted leader and expert in its field providing its members with support, resources, advice, and career development as well as a networking and interactive community. In addition to its comprehensive suite of qualifications and learning opportunities, events and magazine 'Credit Management', it provides vital advice to businesses of all sizes on how best to manage cashflow and credit.



CICM Professional Standards

The benchmark for Credit Management
and Collections Professionals



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."



continued...

“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





continued...

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.

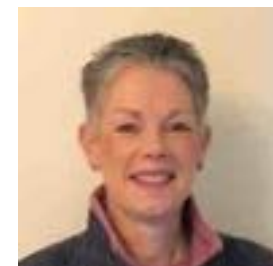
For you

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



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	Associate	Member	Fellow
<ul style="list-style-type: none">▶ 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.	<ul style="list-style-type: none">▶ 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.	<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 while ensuring a clear path to payment and minimising the risk of overdue 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	<ul style="list-style-type: none">▶ 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	Associate	Member	Fellow
<ul style="list-style-type: none">▶ 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.	<ul style="list-style-type: none">▶ 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.	<ul style="list-style-type: none">▶ 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.	<ul style="list-style-type: none">▶ 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">▶ 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.	<ul style="list-style-type: none">▶ 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.	<ul style="list-style-type: none">▶ 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.	<ul style="list-style-type: none">▶ 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	Associate	Member	Fellow
<ul style="list-style-type: none">▶ 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.	<ul style="list-style-type: none">▶ 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.	<ul style="list-style-type: none">▶ 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.	<ul style="list-style-type: none">▶ 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:

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Johnson and Johnson
Just
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Saint Gobain
Sanders Consulting Associates Ltd
Shoosmiths LLP
SIG Plc
South West Water
T L Dallas Group
Tarmac
The London School of Economics and Political Science (LSE)
UK Cabinet Office
United Utilities
Verizon
VTK Investigations Limited
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Wilson & Roe High Court Enforcement

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The benchmark for Credit Management
and Collections Professionals



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