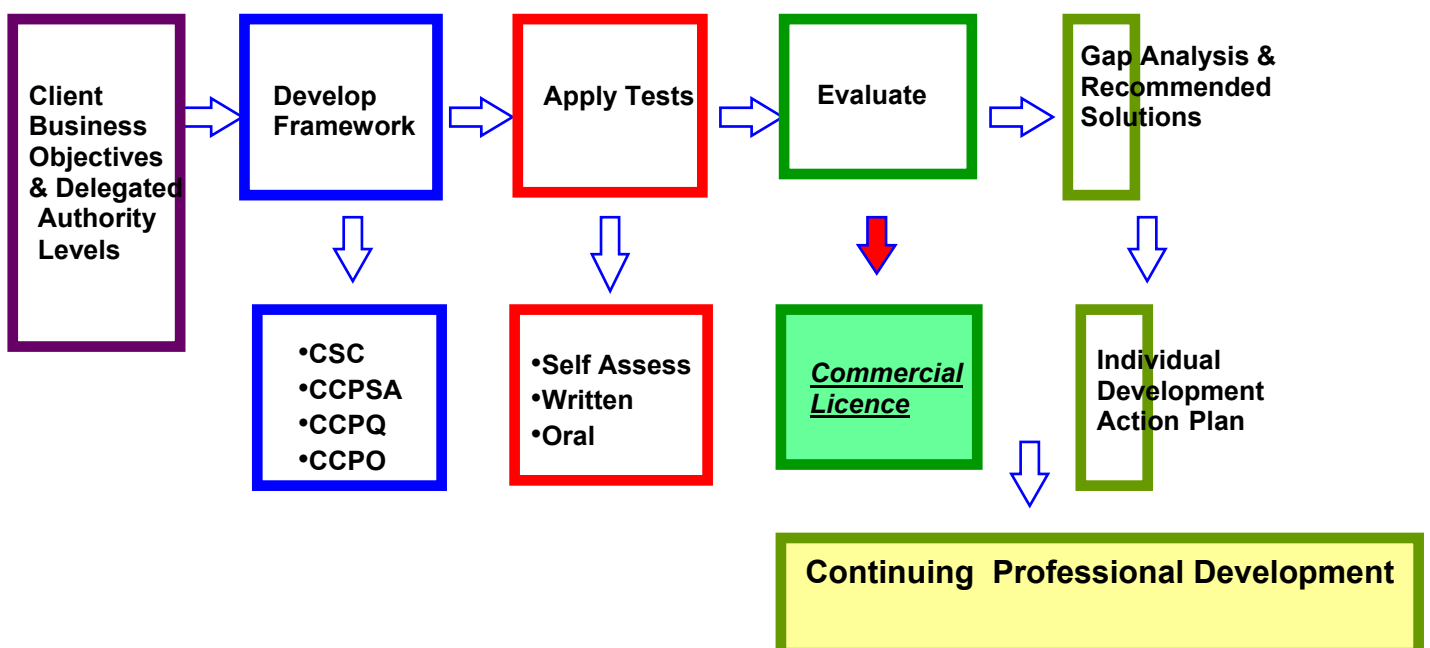


## LICENCE TO SKILL

- The GRW Buy-Lines Commercial Licence Programme (CLIP) provides a flexible, proven set of benchmarks for skills and competence development in commercial disciplines.
- Buy-Lines has extensive expertise in the objective assessment and development of people in commercial functions, linked to business performance improvement.
- **CLIP** offers an integrated range of analytical tools which deliver Competence and Skills Gap Profiles. These Profiles then lead to self-development action planning. Because the employer objectively assesses staff levels of competence on the basis of actual job performance, the outputs can be linked to the granting of individual levels of authority within the organisation (“the Commercial Licence”).
- **CLIP** is a modular programme with various component packages which can be delivered in a variety of groupings or combinations. The programme is competency based and so reflects differing client objectives and needs.
- We prefer to work with our clients to provide bespoke tailored programmes which can then be targeted to match specific business goals.

## HOW DOES CLIP WORK?

- **CLIP** is an integrated range of analytical tools for skills analysis and competency profiling, which provide individual Gap Profiles.
- The component modules are:
  - ⇒ Competence Audit (CLCA)
  - ⇒ Self assessment (CLSA)
  - ⇒ Written Questions (CLQ)
  - ⇒ Oral (CLO)
- Each of these modules is available as a stand-alone package in different formats to suit varying client needs.
- The modules can be delivered in any combination and can be tailored to provide bespoke packages matched to specific client requirements.
- Linking the modules to procurement activities and required delegated authority levels establishes *“The Commercial Licence”*.
- The Gap Profiles are used to establish personal and group Development Action Plans.



**WHICH COMMERCIAL DISCIPLINES AND FUNCTIONS ARE COVERED BY  
THE PROGRAMME?**

• **Strategic Management**

- ⇒ Strategic Commercial Management
- ⇒ Supply Chain Management
- ⇒ Contract Management
- ⇒ Procurement Management
- ⇒ Purchasing & Supply Management
- ⇒ Logistics Control
- ⇒ Inventory Management
- ⇒ Project Management

• **Operations Management**

- ⇒ Procurement
- ⇒ Contracts
- ⇒ Purchasing
- ⇒ Supply
- ⇒ Stores
- ⇒ Warehousing
- ⇒ Distribution
- ⇒ Transport
- ⇒ Customer Service

## A GUIDE TO THE CLIP MODULES

	<b>CLCA</b>	<b>CLSA</b>	<b>CLQ</b>	<b>CLO</b>
<b>Module Basis</b>	Skills and competence audit	Competency profiling using self-assessment questionnaire	Competency profiling using written questions either in multi-choice format or in test format	Competency profiling using oral test questions
<b>Benchmark used</b>	National Standards of Competence	Schedule of best practice activities for specified job areas drawn from GRWBL database	Multi-choice or test questions under specified topic categories drawn from GRWBL database	Oral test questions under specified topic categories drawn from GRWBL database
<b>Format</b>	Paper or electronic	Paper or electronic	Paper or electronic	Face to face interview
<b>Output (Gap Profile)</b>	Computer generated profile and narrative report	Computer generated profile and narrative report	Narrative report	Narrative report

## **COMPETENCE AUDIT (CLCA)**

***A process to highlight competence gaps and identify solutions to fill them.***

- **Purpose**

- ⇒ To identify the competencies required to meet business needs
- ⇒ To confirm individual levels of competence
- ⇒ To highlight competence gaps
- ⇒ To recommend suitable Vocational Qualification programmes

- **Application**

- ⇒ This module is available as:
  - a self-scoring package
  - or an administered programme using qualified Buy-Lines facilitators
- ⇒ The module uses a profile of competencies drawn from the UK National Standards of Competence
- ⇒ The actual competencies can be tailored to provide a competency framework matched to specific business needs

- **Outputs**

- ⇒ Prioritised list of competence gaps
- ⇒ Action plan for filling gaps
- ⇒ Action plan to achieve a commercial Vocational Qualification

## **SELF ASSESSMENT (CLSA)**

***A process to highlight competence gaps and identify solutions to fill them.***

- **Purpose**

- ⇒ To identify the competencies required to meet business needs
- ⇒ To confirm individual levels of competence
- ⇒ To highlight competence gaps
- ⇒ To recommend suitable development solutions

- **Application**

- ⇒ This module involves the completion of a self assessment questionnaire.
- ⇒ The Questionnaire is formatted by functional experts who select and group relevant questions from the Buy-Lines Questions database.
- ⇒ The Questions Database comprises a wide range of questions grouped under Topic headings such as Contract Strategy, Procurement Techniques and Personal Skills.
- ⇒ Once the questionnaire is completed, a Buy-Lines Verifier compares the responses against a structured benchmark to produce a Gap Profile.

- **Outputs**

- ⇒ Prioritised list of competence gaps
- ⇒ Graphic Gap Profile
- ⇒ Action plan for filling gaps

## **QUESTIONS (CLQ)**

***A process to highlight competence gaps and provide solutions to fill them.***

- **Purpose**

- ⇒ To identify the competencies required to meet business needs
- ⇒ To confirm individual overall level of competence
- ⇒ To highlight competence shortfalls
- ⇒ To recommend suitable development solutions

- **Application**

- ⇒ This module is in the form of a set of short answer written questions to test different areas of competence
- ⇒ The module uses a database of questions on a spectrum of commercial topic areas.
- ⇒ The set of questions used is uniquely compiled by Buy-Lines to reflect the identified organisational business needs

- **Outputs**

- ⇒ Overall benchmarked level of competence
- ⇒ List of competence shortfalls
- ⇒ Action plan for dealing with shortfalls

## **ORAL (CLO)**

***A process to verify competence gaps and provide solutions to fill them.***

- **Purpose**

- ⇒ To check the ability to apply knowledge in workplace scenarios
- ⇒ To verify the outputs of CLSA and CLQ
- ⇒ To highlight knowledge and competence shortfalls
- ⇒ To recommend suitable development solutions

- **Application**

- ⇒ This module is in the form of a set of questions which are used as the basis of a one to one, face to face interview between the individual and a qualified Buy-Lines Assessor.
- ⇒ The questions are structured to test knowledge and the practical application of that knowledge in workplace scenarios.
- ⇒ The module uses a database of questions on a spectrum of commercial topic areas.
- ⇒ The set of questions used is uniquely compiled by Buy-Lines to reflect the identified organisational business needs

- **Outputs**

- ⇒ Overall benchmarked level of competence
- ⇒ List of competence shortfalls
- ⇒ Action plan for dealing with shortfalls

## **BESPOKE OPTIONS AND “THE COMMERCIAL LICENCE”**

***Questionnaire Tests and Profiles designed specifically for individual client business needs.***

- We have experience in developing modules tailored to specific client needs.
- The options are flexible and can include some or all of the following choices:
  - ⇒ company badged competency profiling programmes and commercial qualifications
  - ⇒ number and definition of competencies to be measured
  - ⇒ length and format of questionnaires and tests
  - ⇒ mix and balance of use of questionnaires and tests
  - ⇒ selection of questions to be used from extensive databases
  - ⇒ format (paper or computer based)
  - ⇒ scoring mechanisms
  - ⇒ results format
  - ⇒ report formats
- The most significant option is to link the competency profiling to the formal granting of delegated procurement authority. CLIP provides an objective and consistent means of assessment and the assessments can be tailored to match different types of procurement activity and different authority levels.
- The granting of authority is in the form of the “Commercial Licence”. Once granted the validity of the Licence must be regularly reviewed and revalidated. This is achieved through a structured process of Continuing Professional Development.

## **DEVELOPMENT ACTION PLANS**

- **CLIP** enables the translation of Competency Profiling Reports and Gap Profiles into individual and/or group Development Action Plans.
- It is a means of empowering individuals to take ownership of their own development by providing ideas for identifying various routes to learning and development.
- Group plans provide an overview of development solutions for common gap areas where an in-company course may be more economic than several one off arrangements.
- Information provided includes recommendations on a variety of training and development solutions, such as :
  - ⇒ Professional Institute Programmes
  - ⇒ Flexible Learning Programmes
  - ⇒ Vocational Qualification Programmes
  - ⇒ Training Courses
  - ⇒ Seminar Programmes
  - ⇒ Commercial Qualification Courses
  - ⇒ Post Graduate Courses

**INFORMATION AND HELP**

Should you require any further information on the **CLIP** programme or would like to arrange for a detailed presentation, please contact:

**Geoff Warren, GRW Buy-Lines Ltd,  
Copperfields, Beech Lea,  
Meysey Hampton, Cirencester,  
Glos, GL7 5JR, U.K.**

Tel: 0044 1285 850505 Fax: 0044 1285 850516

E-mail: [geoff@grwbuylines.com](mailto:geoff@grwbuylines.com)

url: [www.grwbuylines.com](http://www.grwbuylines.com)