

# COMPETENCY CENTRES & CENTRES OF EXCELLENCE

A Competency Centre or Centre of Excellence can be a highly effective way to implement and sustain specialist capabilities where a consistent, expert and cost effective service is required across organisational boundaries and where a comprehensive view is required to ensure synergies are identified and exploited.

## INTRODUCTION

If, as an organisation you need to do the following then a Competency Centre or Centre of Excellence (COE) may well be the answer for you.

- Address requirements for coordination, integration or consolidation of processes and resources across organisational units
- Introduce new approaches or capabilities that need to be adopted by multiple organisational units and that would be, impractical, difficult or expensive to implement multiple times

## KEY CHARACTERISTICS

Key characteristics of a Competency Centre or Centre of Excellence:

- Focus on a particular domain of expertise
- Takes an enterprise wide view, enables reuse by identifying commonality
- Provides a shared service across the enterprise
- Has an End-to-End lifecycle responsibility, e.g. from requirements definition and architecture through to operational support
- Provides thought leadership, awareness of the market and how best practice can be applied to the organisation
- Communicates its activities and disseminates knowledge
- Has authority for its domain of responsibility
- Delivers clearly defined capabilities, boundaries, roles and responsibilities
- Provides strong process, methods and governance
- Dedicated small core team of highly skilled resource

## COMPETENCY CENTRE DEVELOPMENT PRACTICE

The aim of the Practice is to help organisations identify where Competency Centres or CoE’s could add value and then to accelerate the definition and implementation ensuring that the Competency Centre establishes and builds credibility from the outset.

Glue Reply’s Competency Centre Development practice comprises:

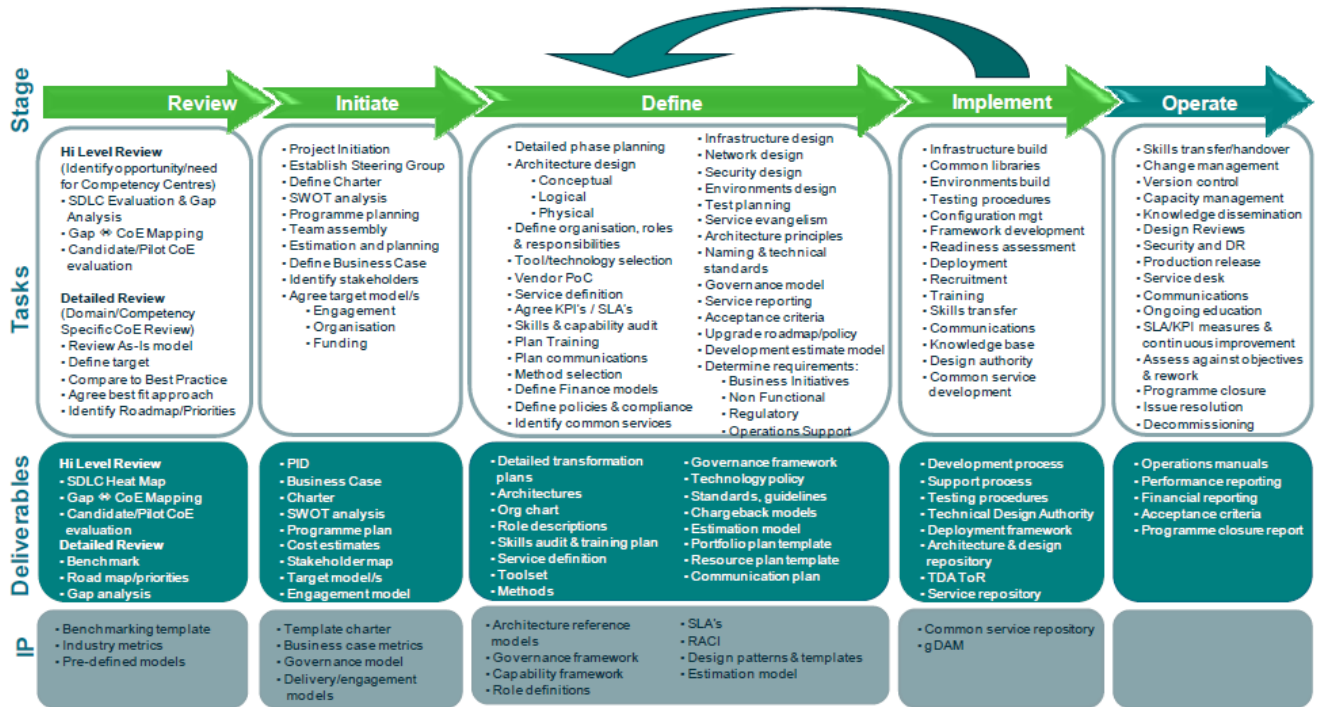
- **Glue Reply Competency Centre Framework (gCCF)** – Encompassing a set of generic capabilities which can be applied to any Competency Centre irrespective of the competency domain and a set of domain specific capabilities for a number of competency domains
- **Glue Reply Competency Centre Method (gCCM)** – Providing a comprehensive step by step guide from an initial assessment of need, detailed evaluation of existing capabilities and initial definition of the competency centre charter, through detailed definition of the processes, methods, templates and tools and onto implementation and transition to business as usual
- **Experienced Consultants** - with real world experience of implementing and running Competency Centres across the various domains covered by the Framework

The combination of a predefined framework and method, practical implementation experience, domain specific expertise and the ability to provide expert resources through implementation and transition means Glue Reply is well positioned to provide a comprehensive Competency Centre Development service.

### Competency Centre Framework



## Glue Reply Competence Centre Method



## COMPETENCY CENTRE DOMAINS

- **Business Integration** – Business Strategy, Business Architecture and Business Process Modelling
- **Enterprise Architecture** – Enterprise Architecture, Enterprise Data, Functional and Technical sub-architectures and Solution Architecture
- **Integration** – Integration Architecture, Delivery and Support
- **SOA** – Reference Architecture, Service Identification, Design and Construction
- **Data** – Data Management, Solution Delivery, IT Service Management, Data Architecture, Ownership & Stewardship
- **PMO** – Programme & Project Management, Project Portfolio Management, Scope Change, Reporting and Communication, Service & Capability Portfolio Management

## GENERIC COE BENEFITS

Typical benefits might include:

- Time and cost savings achieved through rationalisation and re-use of e.g. patterns, business processes and services etc.
- Greater predictability achieved through consistent estimation, process and management controls
- Operational efficiency and excellence achieved through the use of best practice tools and approaches across the enterprise

- Faster learning curve and lower blended rate achieved through standard methods and approaches
- Reduced rework through consistent and coherent use of processes and methods and the implementation of appropriate quality standards and checks
- A flexible approach to project engagement and service delivery suitable for customers with varying levels of internal capability

Consistent and appropriate sourcing decisions and service provider management ensuring optimal cost / risk evaluation and predictable delivery.



Glue Reply is UK's leading consulting services organisation focused exclusively on optimising IT/Business alignment and minimising the cost of business and IT technology change. Our core proposition is to help organisations maximise the value from their change and technology investments by helping them define, design, implement and resource best practice:

- Enterprise architecture and business/technology change management processes, roadmaps and competencies;
- Business design and process management initiatives;
- SOA, integration and data management platforms.

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