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*If you would like to find out more about Competence Development at Philips IT, then you can download a webinar by Paul Nijenhuis, Competence Group Manager by visiting the archive webinar section at [www.opengroup.org/events/our-webinars](http://www.opengroup.org/events/our-webinars).*

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## Competence Development at Philips IT

In 2009, Philips embarked on a project to transform their internal IT organization from a distributed to a centrally-run function with specific domains for each IT discipline. Their objectives at the start of this process were to:

- Improve employee engagement – individuals were looking for career development opportunities
- Enable more Philips employees to work on critical projects
- Support Philips employees in their development
- Be a professional organization with professional people
- Be the most attractive employer that is able to attract the best people

Capgemini provided consultancy services to Philips to initiate and manage the project. After initial review, they decided to recommend The Open Group Certified IT Specialist (Open CITS) program as a framework to follow. The reason for choosing this certification program as part of the Competence Development framework for Philips was that it was already a vendor-neutral, application-independent program that was globally recognized.



**Philips High Tech Campus in Eindhoven where the interviews were held**

Philips did not want to reinvent the wheel and also wanted the certification to be based on an individual's skills and experience with different levels of achievement.

# PHILIPS

The Open CITS program requires applicants to demonstrate skills and experience against a set of conformance requirements through written applications and peer interviews. There are no training courses to attend, and no written exams to complete.

There are currently 17 different streams in the program covering areas such as Business Analysis, Application Development, and Packaged Application Implementation. Security and Service Management streams will be introduced to the program in 2012. There are three levels of certification: Certified, Master, and Distinguished and initially Philips carried out a series of assessments on all of their 900+ IT staff to benchmark them against the different levels of the program.

This enabled Philips to define people profiles and career development plans for their staff to ensure that they have a rounded skill set and not just technical knowledge. Philips would like to have “T-shaped” people in their organization and the Open CITS program can help them to achieve this.

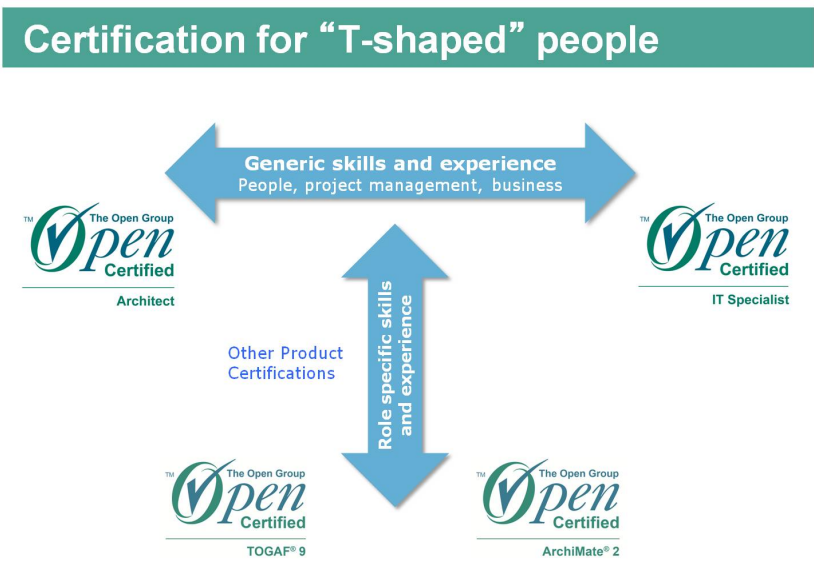
T-shaped people are individuals who are experts or specialists in a core skill but also have a broad range of skills in other areas. A T-shaped person combines the broad level of skills and knowledge (the top horizontal part of the T) with specialist skills in a specific functional area (the bottom, vertical part of the T).

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Philips will continue to expand their Competence Development framework and can identify immediate ROI in terms of recruitment and retention along with a reduction in contractor costs on projects that are now carried out by Philips employees.

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For further information on The Open Group Certified Architect (Open CA) and The Open Group Certified IT Specialist (Open CITS) programs, please visit [www.opengroup.org/certifications/professional](http://www.opengroup.org/certifications/professional).



For more information, visit [www.opengroup.org](http://www.opengroup.org).

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