

The logo for DMT, consisting of the letters 'DMT' in white on a blue square background.

DMT

Talent Development

Roland Rehage



Roland Rehage has been with the TÜV NORD Group for almost 23 years and has supported the DMT Group since the beginning. With his passion for personnel development topics and the growth of people, he has already accompanied many colleagues on their various career paths - Individually, in a target-oriented manner and very successfully.

How does DMT support the personnel / career development of its employees?

DMT offers its employees a wide range of opportunities for professional, technical and personal development, and I can say that, in my view, DMT has a very well-developed training and development culture. DMT is a technology-driven consulting and engineering company, and so in the area of employee development, the first thing to do is to constantly develop technical expertise and the necessary specialist skills and to expand them as best as possible.

In addition to technical expertise, interdisciplinary or personal skills can also be developed. In addition, individual career aspirations outside of a technical career, e.g. in the direction of project management or leadership, can be realized in a targeted manner. After successfully passing an assessment center, employees with confirmed development potential are then further developed and specifically promoted in the Group-wide management trainee program or the TÜV NORD leadership program.



Due to the high international orientation of DMT, employees are also offered various foreign language courses. Due to the increasing recruitment of foreign employees from a wide range of backgrounds, German language courses are also being offered and held more frequently as required.

How is employee promotion / career development initiated? And how can employees contribute to it?

At DMT, the starting point for employee promotion and career development is the annual feedback talk between supervisors and employees. The topic of employee development is an integral part of the so-called "JOG" (from the German word Jahresorientierungsgespräch, meaning yearly orientation talk), where employees have the opportunity to address their personal "career development" in a very targeted manner and to discuss their individual wishes and ideas with regard to professional and personal development.

“Supervisors often come to me for advice on development opportunities and support measures because they want to start an individual development process with employees who have ambitions for professional advancement. We also hold regular discussions with managers on the topic of talent and potential development and see it as our responsibility to follow up if necessary.”

I think a really good performance of tasks or a successful project work, especially if it is shown permanently, is an important first prerequisite for a targeted career development.

What skills and experience are necessary to be successful in a technology-led company?

Basically, DMT requires good project management skills. In addition, it is always about working with customers. Therefore, good personal appearance and confident customer communication are also important. Intercultural skills and English language skills are almost indispensable today.

In my view, what counts more in professional life today is personality, i.e. virtues such as showing initiative, the ability to work in a team, social skills and a strong focus on goals and results. DMT offers employees a great deal of freedom to develop in a variety of ways in their jobs and a wide range of creative opportunities. An independent and proactive approach to work enables employees to contribute their own ideas and put them into practice. Due to the project based business and the frequently changing conditions within the DMT markets, flexibility and openness to change are very much in demand among employees!

What has changed over the last years?

The general conditions have changed much faster since the pandemic 3 years ago. Keywords are New Work and digitalization: Today, everything is much more digital and flexible. Work locations and hours have changed and become more diverse! Thus, the points of interaction and forms and formats of communication have also changed, and with them the whole topic of leadership of employees, team cohesion and people-to-people closeness in the company.

“The good thing about New Work: Trust has won! Today, much more is done with and through trust in the relationship between supervisors and employees! And lo and behold, the enthusiasm for work and the work results have remained high or even improved, according to my perception.”

Definitely, values and attitudes have changed with Generation Z! Young people today pay much more attention to work-life balance and parental leave, and ask specifically in the interview for opportunities for time off or sabbaticals or for a 4-day week! And DMT looks at what can be done depending on the position and activity. In this way, DMT shows itself to be a flexible employer.

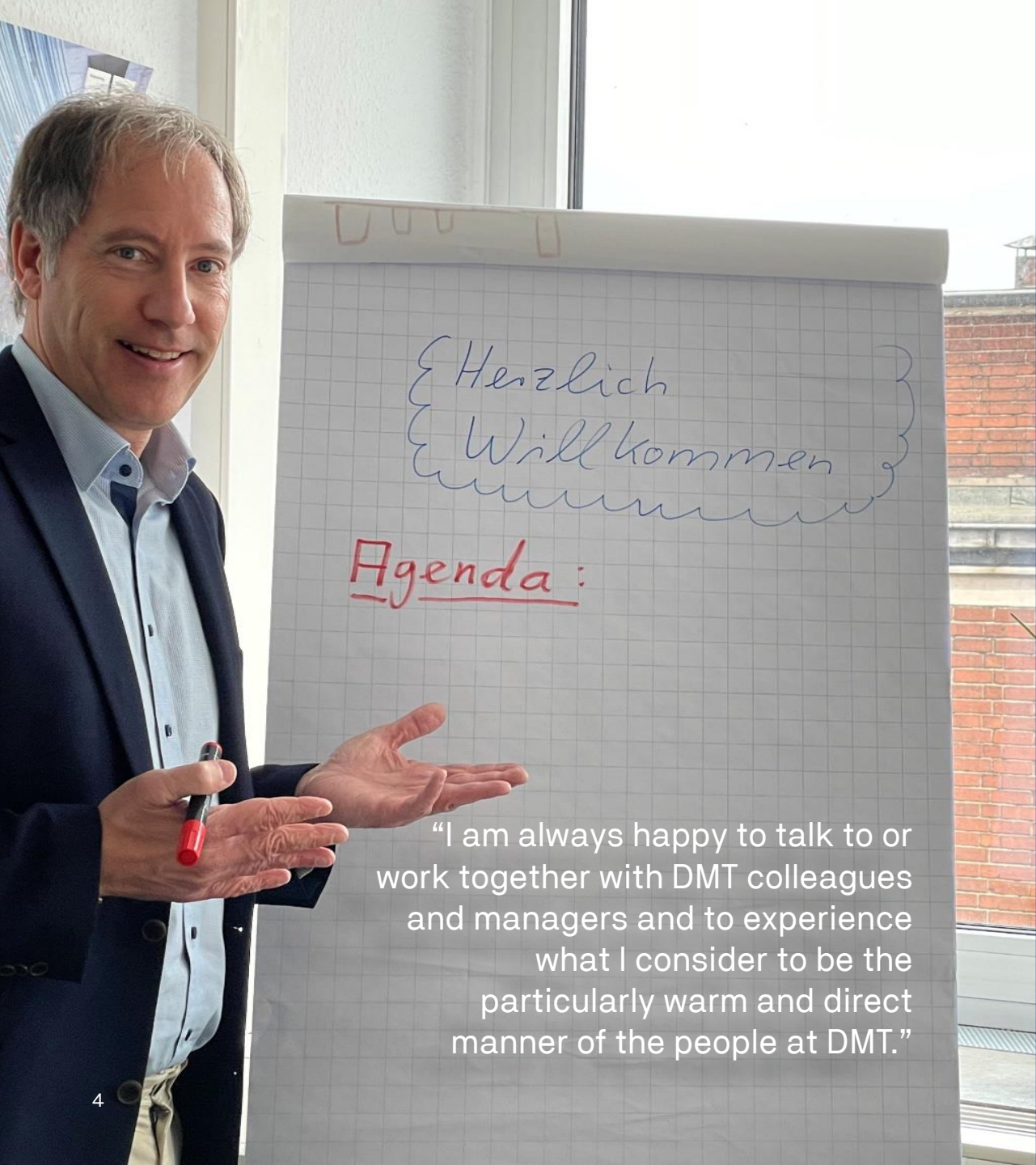
How are equal opportunities and diversity taken into account in career development at the company?

Diversity and issues such as unconscious bias are regularly covered in our assessment procedures and also in our Group-wide development programs!

Of course, there are no restrictions according to age, gender, severe disability, origin, etc. and everything is basically open to all employees. We always offer almost all personnel development programs for employees in two languages.

Two examples:

1. We have participants in the JUMP management trainee program who are over 55 years old, in some cases over 60 years old, and are being trained as managers.
2. In the assessment center procedures for determining potential, we take strict care to ensure that a sufficient number of female managers also participate as observers! And: all observers are trained in advance on diversity and unconscious bias!



“I am always happy to talk to or work together with DMT colleagues and managers and to experience what I consider to be the particularly warm and direct manner of the people at DMT.”

How long have you been in the group and what makes DMT so special for you?

I know the DMT Group really well. I started 23 years ago in 2000 as a personnel developer at what was then Deutsche Montan Technologie GmbH. Together with three colleagues at the time, we systematically built up the personnel development (PE) department and carried out numerous HR projects as well as offering targeted development programs for various target groups within DMT (e.g. executives, project managers, sales managers).

Since 2008, I have taken on many other tasks and PE projects and also supported other TÜV NORD companies with my internal move to TÜV NORD's Talent Management division. Since July 2021, we from the Talent Development team have been part of the TÜV NORD Academy.

Today, DMT and the Engineering and Natural Resources Division are my "internal customers" and I am always happy to talk to or work together with DMT colleagues and managers and to experience what I consider to be the particularly warm and direct manner of the people at DMT. After all, I have known many colleagues and executives personally for a very long time.

Of course, over the years it has also been very gratifying and impressive for me to see how the DMT Group has always successfully mastered the necessary changes over the years!

Roland Rehage, Talent Development