



IDEAS THAT LAST.

Ideen, die bestehen.



Bregenz, 12.12.2011

Karin Hubalek

A FAMILY BUSINESS IN 4TH GENERATION

1890



The building company was founded by **Cornelius Rhomberg** who managed the company until his death in 1912.

1938



The company „Rhomberg Bau“ was founded by distinguished businessman **Walter Rhomberg**

1963



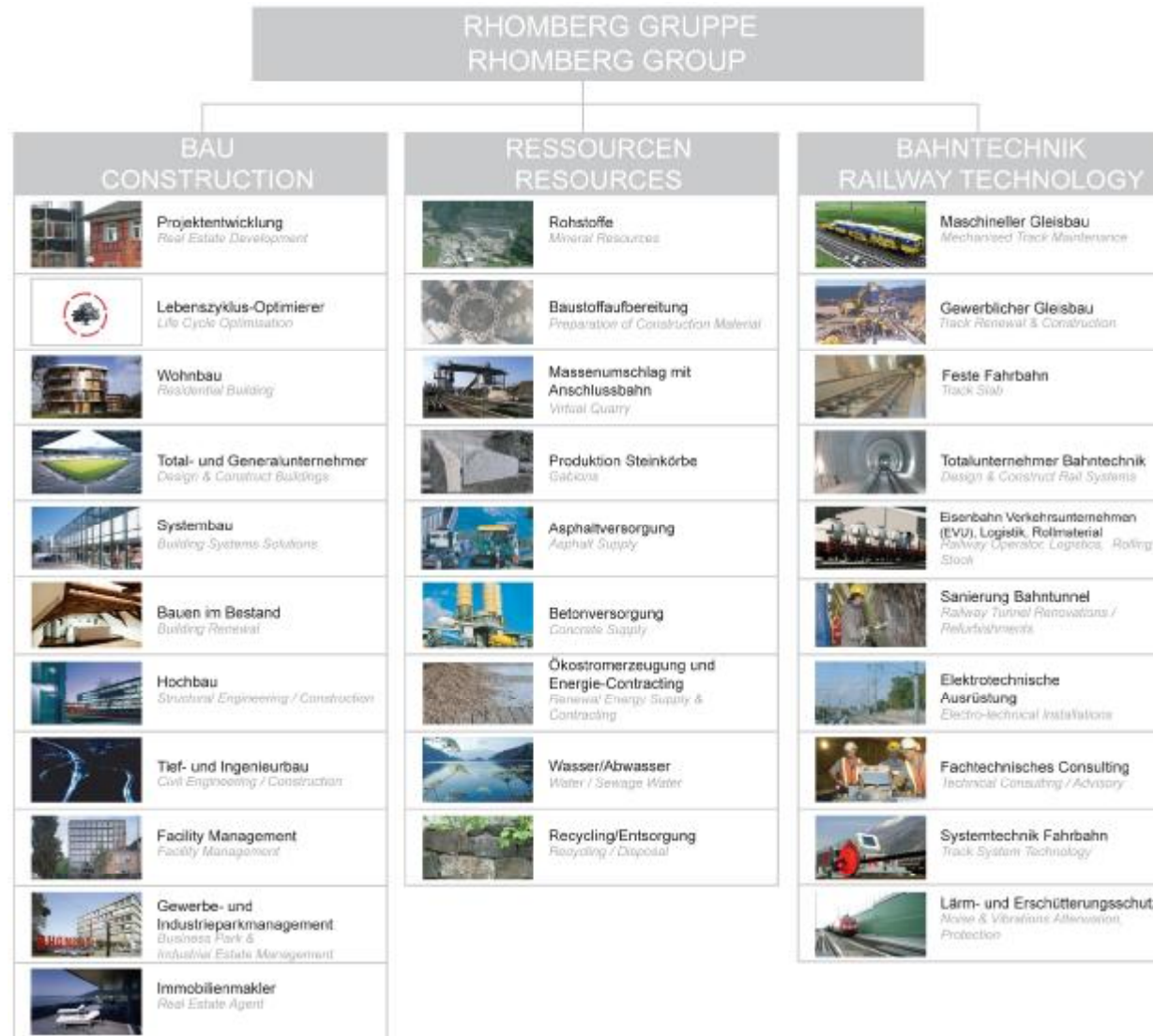
Walter-Heinz Rhomberg enters the company.
He takes over the operative management board from 1972 to 2002.

1999



Hubert Rhomberg enters the company.
Since April 1st, 2002 he leads the operative management board.

SERVICE STRUCTURE RHOMBERG GROUP



RHOMBERG GROUP - WORLDWIDE



Bregenz

Oberhausen,
Germany

Wels

Salzburg

London

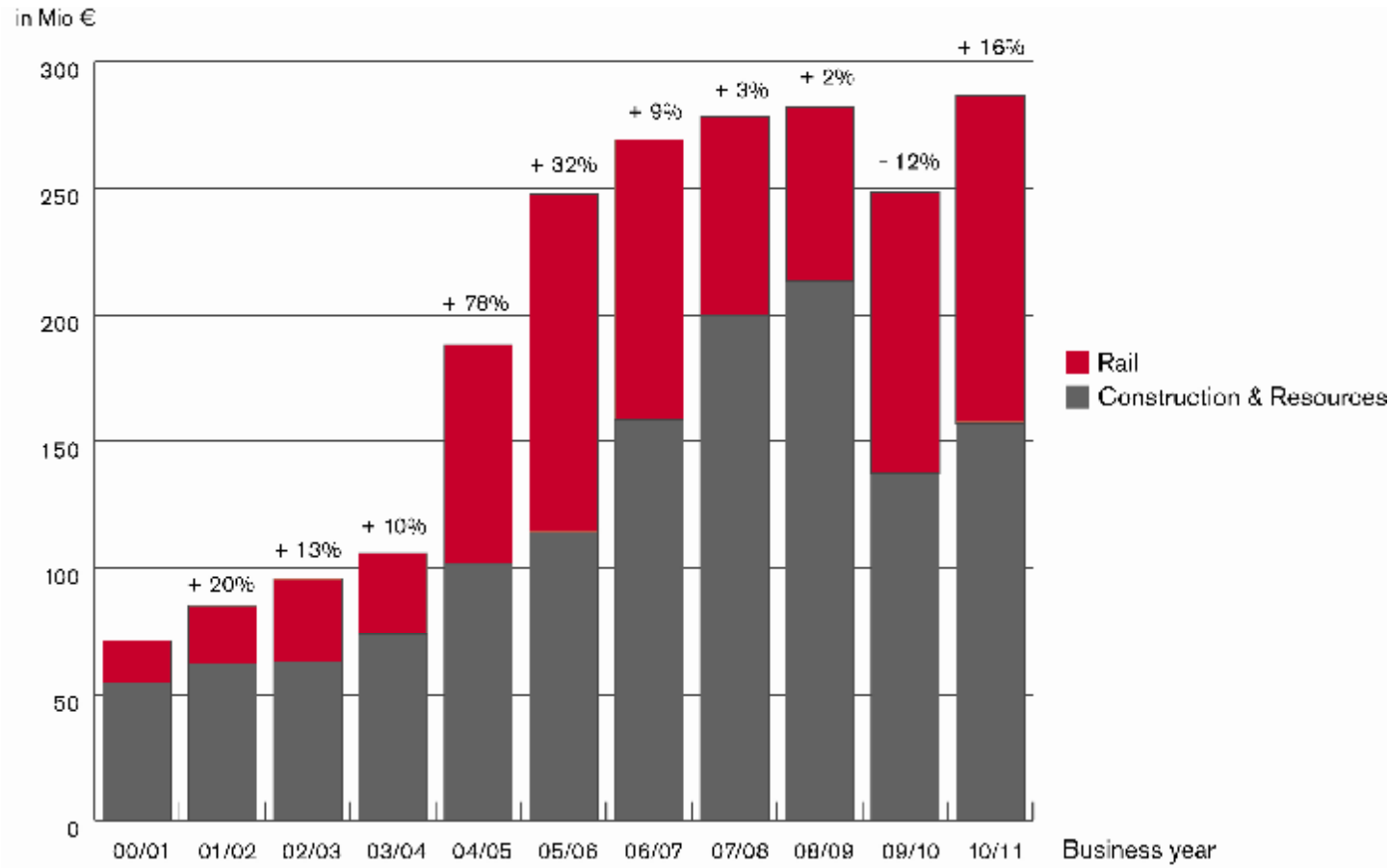
Bern,
Switzerland

St. Gallen,
Switzerland

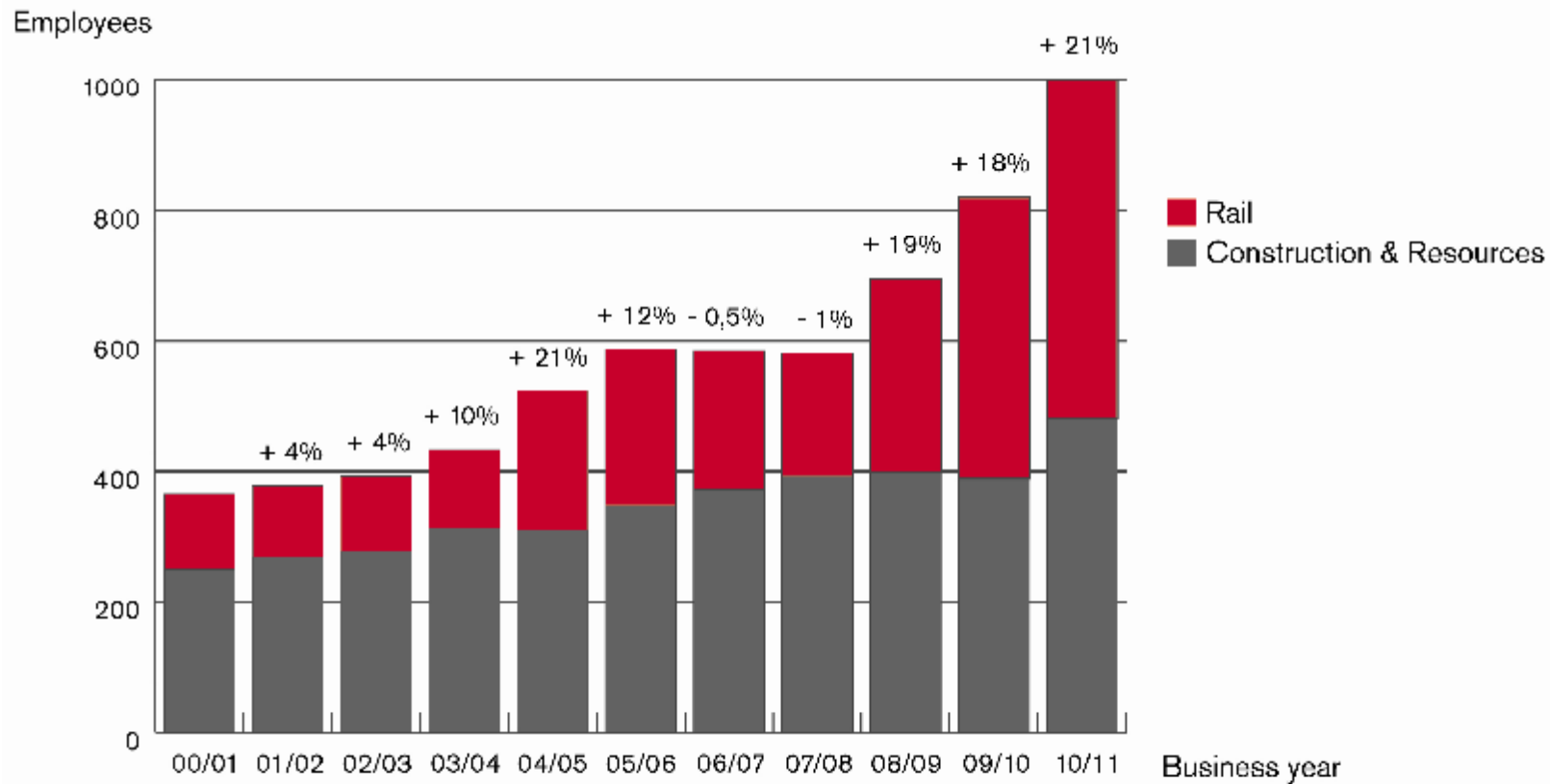
Ankara, Turkey

Sydney,
Australia

DEVELOPMENT OF GROUP TURNOVER



DEVELOPMENT OF EMPLOYMENT STATUS



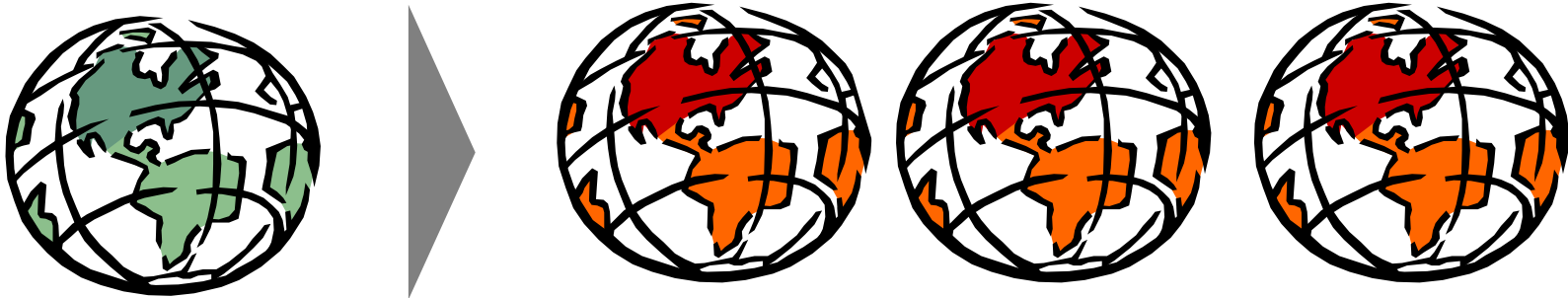
EMPLOYMENT STATUS 2010/2011

CONSTRUCTION & RESOURCES	481
<u>RAILWAY TECHNOLOGY</u>	<u>520</u>
<u>TOTAL</u>	<u>1,001</u>

ECOLOGICAL & SOCIAL CHALLENGE

If 7 billion people
lived in our
“western“ manner...

...we would need the resources
of almost 3 planets!



Source: www.footprint.at

STRATEGIC COURSE – OUR AIM FOR 2020



Rhomberg is a superior successful company because it meets the chances and risks of sustainable development using overall problem solutions in an innovative way.

“Sustainability” means for Rhomberg a development which satisfies the demands of the presence on the one hand and improves the opportunities for the future generations to meet their needs on the other hand. The major element of our strategy therefore is a future oriented perspective which combines economical, ecological and social aspects.

LEADERSHIP PRINCIPLES

- **Humanity & appreciation**

We build on our employees. That is why we ask and listen to them.

- **Trust & security**

We trust our employees.

- **Courage & innovation**

We learn from our mistakes and see them as a chance for improvement.



LEADERSHIP PRINCIPLES

- **Transparency & fairness**

We believe in transparency for our strategy and business goals – for everyone.

- **Lifelong learning**

We offer our employees attractive career opportunities.

- **Role model & consistency**

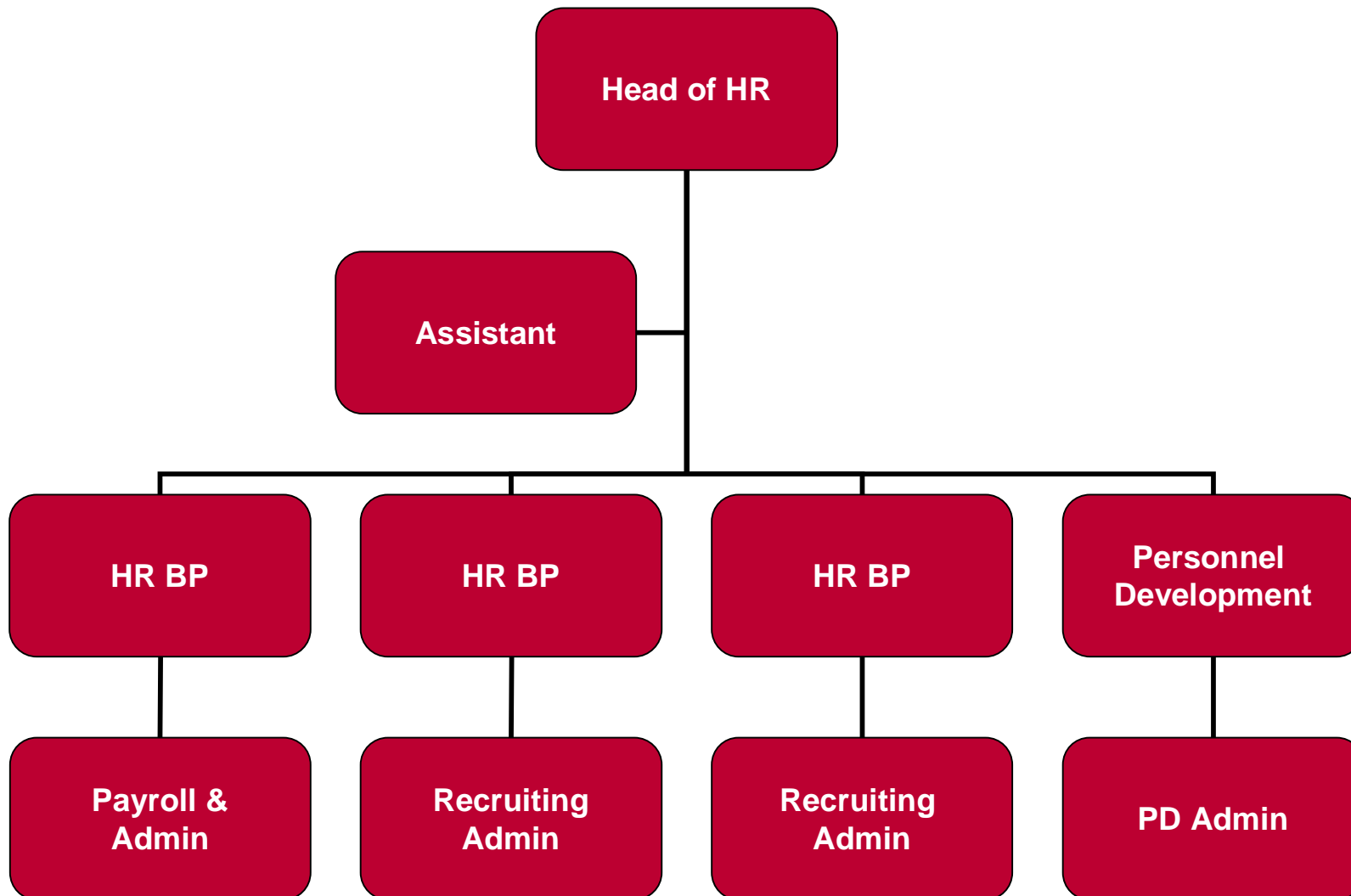
We attract the most professional and enthusiastic employees – because we are authentic.



The situation that Rhomberg currently and futuristically faces

- Shortage of qualified personnel due to the demographic development
- Generation Y (Native Digitals) seem to have different values i.e. work-life-balance, mobility, competitive salary etc.
- Construction: family run, smaller companies seem to be more attractive
- The importance of employer branding is growing
- Social media platforms are gaining importance
- Direct contacts, networking and approaching future employees at a very early stage i.e. at school and uni for recruiting purposes is essential

Rhomberg's HR Team (12 employees in total)



Why do we need PD?

= it is seen as one of the driving factors in implementing the company's strategy



Objectives:

§Competence development

§Strategy: " Always keep moving"

§Our PD Concepts can be seen as one of our USPs and a pull factor for future staff

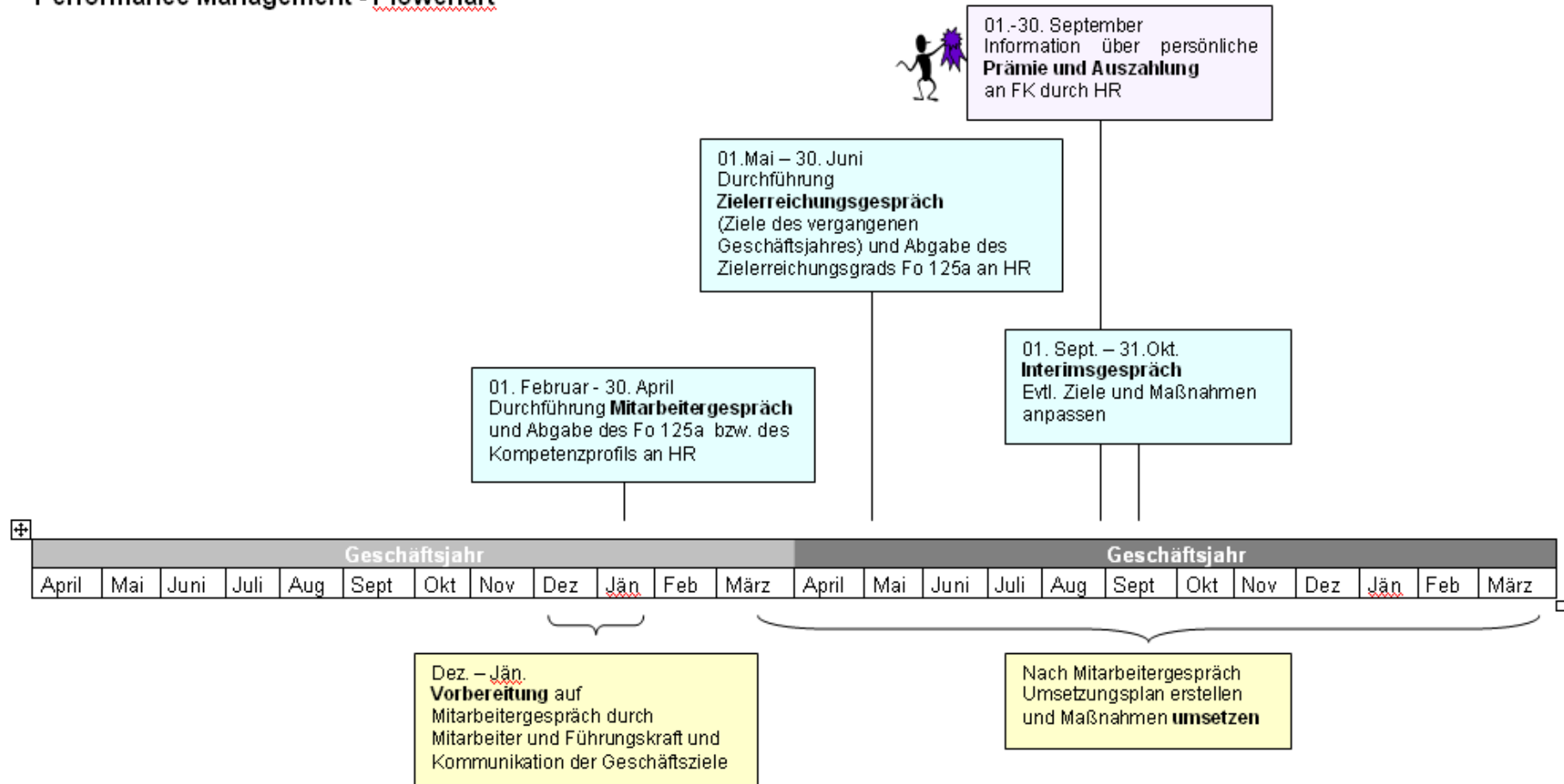
§PD is meant to have an impact on an employees output; it is not important how many seminars an employee attends!

Strategic Objectives – HR Management & Leadership

- ü Rhomberg is one of the safest employers within our core market.
- ü Rhomberg is the most attractive employer for people who want to work in a company focussing strongly on sustainability, especially in terms of constructions and construction services.
- ü Our employees' quality of life and work is enviable – this also applies to the partners that work with us
- ü The company's objectives are tangible for all employees in all levels of hierarchy. The company's growth enables employees to develop their careers in all aspects (management as well as expert careers)
- ü We live our values on a daily basis.
- ü Rhomberg is seen as a trustworthy, reliable, long term and sustainable family run company. Rhomberg acts as a role model in terms of leadership in our core markets.

Performance Management Process – Flow chart

Performance Management - Flowchart



HR = Human Resources

Documents used in the Performance Management Process

Appraisal Form à [form](#)

Development plan

Competence Profiles à [form](#)

Competence Overview à [form](#)

Etc.

Compensation – salary structure

Classification Plan

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27
15	18	21	24	27	30	33	36	39	42	45	48	51	54	57	60	63	66	69	72	75	78	81	84	87	90	93
															Teamleitung / Gruppenservice teamleitung				Geschäftsleitung, Regionale Niederlassungsleitung				Geschäftsleitung			
																	Gruppenserviceleitung									



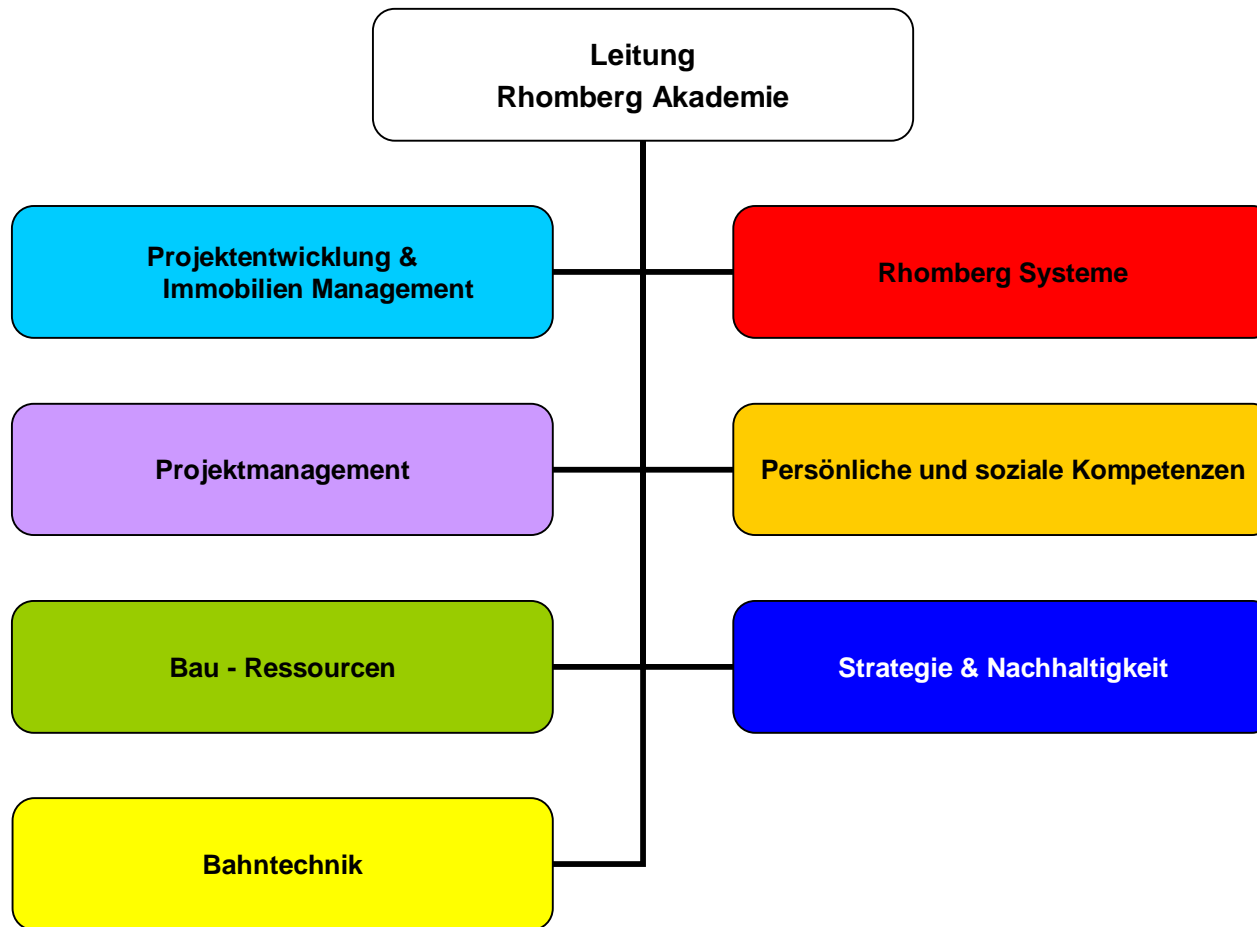
Compensation System at Rhomberg

Added value of the salary classification plan:

- Personnel controlling
- PD => career planning
- OD => analysis of organisational structure

The Rhomberg Academy

7 competence areas:



Rhomberg Academy 2011/12

Februar	März	April	Mai	Juni	Juli	August	September	Oktober	November	Dezember	Jänner	Februar	März
Einführung SA-DFW-F	Einführung SA-DFW-F	Einführung SA-DFW-F	Einführung SA-DFW-F	Einführung SA-DFW-F	Einführung SA-DFW-F	Einführung SA-DFW-F	Einführung SA-DFW-F	Einführung SA-DFW-F	Einführung SA-DFW-F	Einführung SA-DFW-F	Einführung SA-DFW-F	Einführung SA-DFW-F	Einführung SA-DFW-F
MA-Gespräche mit Projektleitern (3-4-20-24)	Strategisches Management (15-18)	IM-Desig (5)	Lebenszyklen (18-20)	Projektmanagement (7)	HR-Jess (3)		Umfeld Veränderung (15+18+19-24)	High-Performance bedingungen der RH-Gruppe (4)	Health-Check controlling & Anerkennung (7)		SA-Management erfolgreicher (25-27, inkl. 1. Tagung)	HR-Jess (3)	
Wahl der Unternehmens- Kultur (24)	Strategische Management (Modul 1) (16-17)	Kundenorientierung in der Technik (7-13)	Businessplan für die Kundenorientierung (23-24)	Kundenorientierung (8)	Businessplan für die Kundenorientierung (7-8)		HR-Gruppe Durchführung (15-17)	HR-Jess (3)	Finanzplanung für das Jahr (24-25)			Deutsche Vertragsmuster (VGR) (14-15)	
	Die soziale Kultur in der Technik (24-25, 26-27)		Lehrstuhl für die Kundenorientierung (27)	Wahl der Kultur (20)			HR-Gruppe (20-21-22)	HR-Gruppe (17)	Veränderungen (24)				
	Lehrstuhl für die Kundenorientierung (25)						Kundenorientierung (22-23)	Kundenorientierung (23)					
							HR-Gruppe (22-23)	HR-Gruppe (23)					
							HR-Gruppe (23-24)	HR-Gruppe (24)					

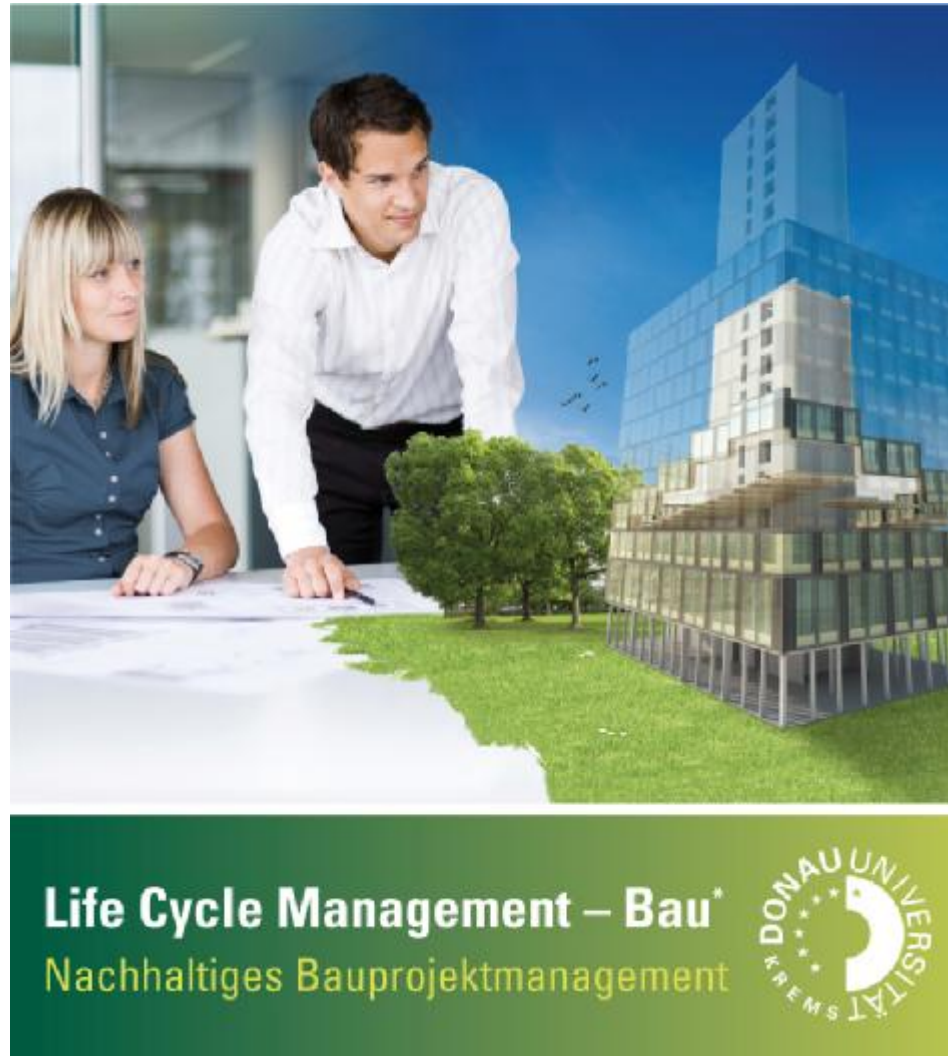
- Farbige Rahmen: Kompetenzbereich
- Personalmanagement
 - Personalmanagement
 - HR & Ressourcen
 - Betriebswirtschaft
 - HR & Systeme
 - Personalmanagement & soziale Kompetenz
 - Strategie & Innovationen

Executed Rhomberg Academy courses

<i>R-Academy</i>		
	2010	2009
Number of seminars executed	38	43
Organisational time and costs per Seminar invetation for participant, organisation of and with referee, support applications, travel management, catering, organisation of docs, reimbursements of seminar costs, etc.	mind. 30h	mind. 30h
Average Evaluation for a seminar	1,66	1,61
Participants	293 (368)*	316 (402)*

*incl. External courses

Master Course – Life Cycle Management



Master Course – Life Cycle Management

- 17 participants in total, of which 7 Rhomberg employees
- The first 3 modules have already successfully taken place
- Cost per participant: 7 participants á € 19.500
Sponsorship via the state per participant: 7 participants á € 3.500
Sponsorship via the employment center: 3 participants á € 4.000
Own contribution via participants: 6 participants á € 6.500
- 5-year contractual commitment

Ideen, die bestehen.



**JEDES ENDE IST
DER BEGINN VON
ETWAS NEUEM.
DANKE FÜR IHRE AUFMERKSAMKEIT.**