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Tarmac summary

Introduction

Tarmac produces asphalt and concrete for road surfaces as well as building products such as cement and mortar. It operates in ten countries across the world and employs 12,500 people. Tarmac aims to provide customers with high quality products to demonstrate its mission statement *to be the first choice for building materials and services that meet the essential needs for the development of the world in which we live.*

Organisational structure

Tarmac is a complex organisation and needs many different job roles at different levels. Tarmac operations . where a number of processes come together to make products . is a key area. It has support from number of other business areas:

- Human resources . to plan for and recruit staff
- Finance . to deal with flows of money
- Strategy, marketing and technical . to promote Tarmac in the marketplace and to look for new solutions to keep Tarmac's profile high.

Staff roles within these areas are divided into:

- managers - their job is to plan, organise and check progress.
- Supervisors - their job is to work with managers to ensure operators use best practice.
- Operators these are responsible for the day-to-day running of the business.

Tarmac promotes a culture of learning. It believes in getting the best out of its people. It provides training and learning opportunities at all levels.

Operations

The operations function looks after making the products that customers need. It also shares best practice. The long-term aim is to develop high performance teams who work within a culture of quality and continuous improvement. Zone Managers have a set of agreed key performance indicators (KPIs). These show targets that they need to achieve. Tarmac employees can voice ideas on how to achieve results. This helps them to gain better knowledge of the business and be more motivated.

Finance function

Financial management is a critical part of the business. This ensures that the business cash flow is kept in balance. Tarmac recruits graduates and also runs apprenticeship schemes for these roles. Good team working is vital to ensure that standards of reporting and action are the same across all of Tarmac's business.

Human resources

Human Resources Management (HRM) is important to any business. This function deals with ensuring enough of the right skills are available. Tarmac aims to help its people to reach their full potential. This strategy strengthens the business in the long term. An HR manager's role is to ensure that business managers apply HR policies and procedures consistently through all business units.

Businesses have to respond to rapidly changing markets and conditions in order to remain competitive and grow. Tarmac's programme of Change Management enables the business to respond to change. It has trained managers to be more like a coach than a boss. A coaching manager focuses on developing employees to manage themselves rather than managing every task. This makes employees more motivated and better able to deal with future situations.

Conclusion

To maintain competitive advantage, Tarmac needs to have employees with high levels of skill.



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To support this, it provides career development opportunities across a wide variety of job roles. Tarmac's change management programme ensures that managers work closely to develop their staff.