

Tarmac - Brief

How roles and functions contribute to organisational performance

Introduction

The Tarmac Group is a large business split into three units. These are Tarmac Quarry Materials, Tarmac Building Products and International. To remain competitive Tarmac needs the right people with the right skills. It uses the word 'DREAM' to help employees remember its five main goals:

- **D**evelop markets
- **R**educe costs
- **E**ngage employees - work as a team
- **A**ct responsibly
- **M**anage assets.

Organisational structure, roles and functions

Tarmac's organisational structure helps it deliver good value to customers. The structure provides clear lines of control, responsibility and communication. Tarmac has written a set of Business Principles to show its commitment to operating in an ethical and responsible way. These help everyone to understand where and how each person contributes to the business. There are a number of functional areas in the structure. Each area has three main levels of staff:

1. Managers - these work closely with other managers to control and plan activities.
2. Supervisors - these work with managers. They ensure that operators work correctly.
3. Operators - these deal with day-to-day operations.

The Operations area of the business also needs the support of Finance and Human Resources to meet targets. Tarmac also needs input from:

- Marketing – to understand customer needs
- Procurement – to buy products at the best price
- IT – to provide information and communication channels.



The Operations function

The Operations function brings together raw materials and the production process to make products. It shares ideas across Tarmac on how to improve processes and cut costs. This improves the efficiency of the business overall. It also improves health and safety and environmental control. Tarmac has a structure split into seven levels from Executive Director to Operator. It needs the right people in the right place. It recruits apprentices and graduates into key roles. They progress at a steady pace to ensure they learn the right skills and knowledge before moving up to higher levels. For example, Zone managers look after a wide area of Operations.

Zone managers:

- motivate staff
- find ways to improve
- praise and reward staff
- show where the business needs to improve skills.

The Finance function

Standards of reporting and accounting need to be the same across Tarmac. This provides a clear and precise picture of how well the business is doing. This is a huge task. Good teamwork is vital to ensure that everyone follows the same practices.

The Human Resources (HR) function

HR works to recruit, select and pay staff. It helps manage change. It encourages training and development. HR managers ensure business managers apply HR policies and procedures across the organisation. This helps form links across teams and meet targets. Tarmac deals with fast changing markets. To cope with this, it has set up a Change Management programme. It also focuses on motivating staff and improving how well they perform. Tarmac trains managers to switch from an autocratic style (from the top-down) to a coaching style (getting employees to find solutions for themselves).



Conclusion

Tarmac needs highly skilled staff to maintain its competitive edge. It provides the chance to both apprentices and graduates to progress across a range of roles. Its Change Management programme makes sure managers work closely to develop their staff. Staff benefit from improved skills. Tarmac gains from cost savings and higher quality products. This supports its aim of continuous improvement.

