

Tarmac - Summary

How roles and functions contribute to organisational performance

Introduction

The Tarmac Group is a large company with three main areas of business. These are Tarmac Quarry Materials, Tarmac Building Products and International. Tarmac has a clear strategic framework. It focuses on five big goals. Tarmac uses the word 'DREAM' to help employees remember and focus on these goals:

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

To manage its strategy, it needs the right people with the right skills. Tarmac Quarry Materials deliver the highest value for customers, communities, employees and investors through its people.

Organisational structure, roles and functions

Tarmac's organisational structure has clear lines of control, responsibility and communication. Tarmac also has a set of Business Principles that show it behaves in an ethical and responsible way. There are several areas in its structure. Within each area there are three main levels of staff:

1. Managers – work closely with other managers. They organise and plan their sector. They set standards to improve processes, accuracy and efficiency.
2. Supervisors – work with managers to ensure that operators apply procedures and practices well.
3. Operators – deal with day-to-day business operations.

Tarmac's Operations function needs the support of key services in Finance and Human Resources to achieve its targets. It also needs the support of:

- Marketing – to understand customer needs
- Procurement – to buy products at competitive prices
- IT – for information and communication.

The Operations function

The Operations function brings together raw materials with the production process to make products. It shares ideas across Tarmac on how to improve processes and cut costs. The benefits of this include increased efficiency and more effective health and safety and environmental management procedures. Tarmac has a hierarchical structure with seven levels from Executive Director down to Operator. It needs the right people in the right places to be competitive. It recruits apprentices and graduates into key roles:

- Apprentices join as Operators and learn while working.
- Graduates also learn from shadowing senior staff.

Employees can progress through the business, for example, to Zone or District Managers. Zone managers look after a large area of responsibility and must:

- motivate staff
- identify areas for improvement
- encourage and reward staff
- show the need to develop skills.

Tarmac works within a culture of quality and continuous improvement. It relies on good team working with its people being ready and able to contribute ideas to increase performance.



The Finance function

Good financial management is vital. A graduate would enter the Financial department at Operator level. Standards of reporting and accounting need to be the same across Tarmac so that it has a clear and accurate picture of its performance. This is a huge task and good teamwork is essential.

The Human Resources (HR) function

HR recruits, selects, pays, trains and develops staff. HR managers ensure business managers apply HR policies. This helps develop partnerships across teams and supports corporate aims and objectives. Tarmac aims to build the skills and abilities of its employees. This strengthens the business in the longer term. Rapidly changing markets mean there is a need for a Change Management programme. Here Tarmac trains managers to switch from an autocratic (top-down) style to a coaching style. Coaching improves performance and motivates staff.

Conclusion

Tarmac needs highly skilled staff to grow the business. It provides careers across a range of roles. People are able to join at apprentice or graduate level. Its Change Management programme ensures that managers work closely to develop their staff. Staff benefit from improved skills. Tarmac benefits from savings and improved quality which demonstrates its culture of continuous improvement.

