**Organisation structure, roles and functions – Tarmac ltd**

Tarmac has set in place an organisational structure that provides clear lines of control, responsibility and communication.

In a business as large and diverse as Tarmac, there are many different jobs. Its structure is complex, so to help individuals within the business understand their roles and responsibilities; Tarmac has a set of Business Principles that demonstrate its commitment to operating ethically and responsibly. This helps everyone understand where his or her role contributes to overall performance and enables the whole workforce to work together to achieve the business' aims and objectives.

**Within each area, there are three main levels of staff.**

**Managers** - organise and plan their departments to exceed the expectation of internal and external customers. They work closely with other managers across the company to promote a range of benefits, including; continuous process improvements, improving accuracy, reducing the need to repeat work and driving up efficiency year on year.

**Supervisors** - work with managers to ensure that operators apply procedures and practices consistently. This involves using best practice to create value-added services across the business.

**Operators** - are responsible for day-to-day operations of the business. This is the level at which a university graduate might enter the organisation in order to learn all aspects of the business. The role requires accuracy, efficiency and a high level of individual responsibility.

**Operations function**

The Operations function at Tarmac is key to overall business performance. This is where a number of processes come together to make the products and services to satisfy customer needs.

**However, the Operations function needs the support of services in:**

**Finance** - to manage the flow of money across the business. Finance managers produce financial and management accounts not only to ensure legal compliance but also to contribute to the strategic decision-making process by forecasting financial performance. Budgets enable Operations to have the resources (raw materials, equipment and people) to carry out processes.

**Human Resources (HR**) - This includes planning and forecasting staff requirements and managing recruitment and selection. The HR team ensures that managers apply HR policies and procedures consistently across the business. The development of staff is a key priority within the Tarmac business. Without the right people, Operations may not be able to achieve targets.

**Additionally, Tarmac also needs the services of:**

Marketing by understanding customer needs, the marketing function can inform the overall business strategy and ensure that the Tarmac image and brand reflect its high quality.

Procurement is the acquisition of goods and/or services at the best possible price. Within Tarmac this function secures cost effective contracts and establishes long term partners to ensure business continuity.

IT services install equipment and applications, manage databases and computer networks to provide the business with strong and effective information and communication channels.