

KBR - Brief

Roles and responsibilities within an organisational structure

Introduction

KBR (Kellogg, Brown and Root) is a global business, with its main headquarters based in Texas, USA. It specialises in project management services. KBR has many clients from different sectors of industry such as energy or government services. Some of the projects KBR is involved with include:

- providing solutions to convert crude oil into fuel
- designing airports and other projects
- helping countries develop renewable energy
- creating facilities for major events such as the Olympic Games or F1 motor racing
- working with the UK Ministry of Defence.

KBR has many lines of work and need a clear structure and job roles to help it to achieve its mission.

Organisational structure

An organisational structure has different levels of authority and clear responsibilities for each job within the business. KBR has different areas of expertise and is split into six business units. Each unit offers many job roles. These units are:

- Upstream - services for energy projects
- Downstream – services in petrochemical and fuel markets
- KBR Services – construction and maintenance
- KBR Technology – protects the technological rights of clients
- KBR Ventures – investment and management
- Government and Infrastructure (G&I) – construction, engineering and management. G&I works with both the public and private sectors worldwide.

Hierarchy, flat and matrix structures

The G&I part of KBR's business supports the Ministry of Defence. It has set up a joint venture with another company for a specific project. This new company also has different units, one of which is called Aspire Defence Services Limited (ADSL).



ADSL is working on improving accommodation for troops in the UK. The new accommodation areas also have shops, cafés, bars, dining and sports facilities.

A hierarchy is a structure of layers where each person has clear roles and responsibilities. Those at the top have more responsibility than those lower down:

- A flat structure can aid communication as messages do not have to pass through many layers. ADSL is a fairly flat hierarchy. The flat structure allows staff at the lower end of the structure to contact senior managers more easily.
- A matrix structure is where people with different skills from different areas of the business are put together under a leader. This style is more effective in managing people and communications for specific projects. A lot of KBR's work is project-based.

Roles within ADSL

There is a wide range of job roles in both KBR and ADSL. Each job role has a job description. This lists the key tasks, responsibilities and payment scale. The skills and qualities required of the person are shown in a person specification. These are split into essential and desirable qualities. KBR uses these tools to attract the best graduates. KBR also sets out what qualities it needs for management positions.

Responsibilities and authority

Each level within ADSL carries a level of authority and responsibility. A new recruit may join at any level depending on skills and experience. Everyone has induction training to understand how the business works. Every new starter has to pass a 12-week period of probation.

Conclusion

Both ADSL and KBR have organisational structures which help to deliver the best service to meet client needs. Employees have specific tasks. They have different levels of responsibility. At all levels, employees are given freedom to make choices and improve their jobs. They also have the chance to progress. In this way, ADSL and KBR are able to develop people's talent.

