

## KBR - Summary

# Roles and responsibilities within an organisational structure

### Introduction

KBR (Kellogg, Brown and Root) is a global business, based in Texas. It specialises in project management, working to provide a wide range of expertise to clients. In particular, it supports the energy and petrochemicals industries. Examples of projects include:

- providing solutions for converting crude oil into fuel
- designing airports and other establishments
- helping countries develop renewable energy
- creating facilities for major events such as the Olympic Games or Formula One racing
- working with the Ministry of Defence.

The company is organised into six business units with numerous job roles in each area. This case study shows how these different roles are organised within the structure of KBR to enable it to achieve its mission.

### Organisational structure

Organisational structure refers to the way that jobs, responsibilities and power are organised within a business. KBR has six business units providing different services:

- Upstream - services for energy projects
- Downstream – services in petrochemical and fuel markets
- KBR Services – construction and maintenance
- KBR Technology – protects the technological rights of businesses
- KBR Ventures – financial investment and management services
- Government and Infrastructure (G&I) – offers construction, engineering and management services for the public and private sector globally.

### Hierarchy, flat and matrix structures

The G&I business unit supports many of the UK's Ministry of Defence projects. To fulfil one of these projects, KBR has set up a new company in a joint venture called Aspire Defence. One element of this new business is Aspire Defence Services Limited (ADSL). ADSL is providing refurbished accommodation for troops supported by a broad range of services including shops, cafés, bars, dining areas and sports facilities.

A hierarchy is an organisation structured in layers where each person has clear roles and responsibilities. Those at the top of the structure have more authority than those lower down. ADSL is a relatively flat hierarchy. This can aid communication as messages do not have to pass through many levels. A traditional functional structure is one where there are separate departments operating under the leadership of those at the top. Within a matrix structure, project groups of workers with different skills are created from across the business. The project based nature of KBR's work benefits from this style.



## Roles within ADSL

The range of job roles and career opportunities, both in KBR and ADSL, is huge. Each role is described in a job description which lists the key tasks, responsibilities and benefits. A person specification can then be drawn up to list the essential and desirable skills and qualities a person will need to carry out that job. The job descriptions and person specifications are used to advertise for the best graduates. KBR also has a set of general management capabilities used to recruit, review and develop management grades.

## Responsibilities and authority

Each level within ADSL carries a different degree of authority and responsibility. A new recruit may join at any level. All employees are given structured induction training. Every new starter has to meet performance standards during a 12-week probationary period.

## Conclusion

Both ADSL and KBR are structured to deliver the best service they can to meet client needs. Employees have specific tasks and different levels of responsibility. At all levels, people are given freedom and the opportunity to progress. In this way, ADSL and KBR are able to develop talent.

