

CAPSCORE CARD

A TOOL FOR ORGANISATIONAL TRANSFORMATION

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*MARKET dynamics have created challenges for organisations, with the emergence of global economy, advances in technology, increased societal demands and the need to provide more social services with fewer resources. The external and internal environment of an organisation is in a state of constant change and organisations readjust itself to the changing **scenario**, in order to sustain competitive advantage in the market and ensure achievement of goals. This necessitates organisations to undergo transformation perennially in order to manage change and remain healthy. Management of organisation change has been under diverse banners in the last decade among which the pervasive concept “Capacity Building” has gained prominence.*

The authors have devised CapScore Card a tool, based on the concept of capacity building, which assesses the capacity of Human Resource (HR) function. This paper discusses the application of the above tool in an automobile component-manufacturing organisation. The sample constituted the middle level employees of the organisation. Brainstorming session turned to be the platform for evolving strategies implemented through phased metamorphosis, thereby bringing about capacity enhancement. The aspiration is to bring about transformation among the organisations initially at the functional level then at organisational level and later at the cohort level.

Key Words: Transformation, Human Resources, CapScore Card, Manufacturing.

Introduction

Organisations consider Human Resources as a crucial factor, since the key element of an organisation's resource capability is their workforces, considered as the most valuable asset and major source of competitive advantage (Kerfoot and Knights 1992; Bratton and Gold 1999; Millmore 2003). The focus of Human Resource Management is on managing people within the organisation, since it is a major contributor to the success of an enterprise. Hence, organisations view HRM as a critical and important activity. In addition, studies provide empirical support for the impact of human resource management practices on firm level performance (MacDuffie 1995; Huselid 1995; Koch and Hundley 1997). Such important HR activity, which has gained importance over the years, needs assessment for its efficiency and effectiveness. The authors consolidated and viewed HR function under three heads namely, Recruitment and Selection, Performance Management System and Training and Development (Pullin and Fastenau 1998).

Organisations consistently assess their capabilities with regard to their performance to identify the areas where they lack the efficiency and effectiveness to perform. Further market dynamics have created challenges for organisations, with the emergence of global economy, advances in technology, increased societal demands, and the need to provide more social services with fewer resources. This has propelled organisations to look for newer ways to cope up with the situation for which they resort assessing their performance. Plethoras of tools are available for organisational performance assessment. Prominent among them are; Change management (Waterman, Peters and Phillips 1990), benchmarking (Pryor 1989), capacity building (McGuire et al. 1994), decision Trees, SWOT Analysis and PESTLE Analysis (Kachru 2005), TQM, 6 Sigma and Balanced Scorecard (Pearce and Robinson 2005), HR Scorecard (Becker et al. 2001), self assessments (Lusthaus et al. 1999), etc. These tools adopt diverse techniques that help organisations identify the extent of goals achievement and capability lack areas. Having identified the capability lack areas, organisations frame strategies to enhance their capabilities in the areas to achieve performance excellence. Among the above-mentioned techniques capacity building process has gained prominence in the past two decades

among the non-profit organisations (De Vita and Fleming 2001; Blumenthal 2003; Baumgarten 2004; Sampson 2004).

The authors have developed CapScore Card (Capacity Score Card) utilizing the Capacity Building Process, an instrument that organisations could use for assessing the capacity of their HR function. This tool assesses the capacity of HR function in diverse areas by means of scaled capacity and consensus scores and helps organisations identify the capacity lack areas. Concentrating on these capacity lack areas by evolving strategies paves way for organisations enhancing their capacity and thereby deriving excellence in their HR function. This paper brings out the application of CapScore Card in an organisation to assess the Capacity of HR function and the strategies evolved through brainstorming session to enhance the capacity in the lack areas.

Evolution of CapScore Card

Capacity building concept has gained prominence in the last two decades as a tool for capacity assessment (McGuire et al. 1994; Mulligan 1995; Cosio 1998, Baumgarten 2004, Farazmand 2004, Northridge et al. 2004, Orozco and Lapointe 2004). This is because such assessments have resulted in capacity enhancement. To mention a few; development of rural Mexico through HTA's (Orozco and Lapointe 2004); knowledge transfer for improving urban environmental capacity (Memon et al. 2005); clean development mechanism project in China (Maosheng and Haites 2006); applying discourse analysis to solve problems related to environmental crisis (Cosio 1998); interactive learning process (Tetty 2002); Twinning method of SIDA (Jones (2001); the tribal capacity-building model for reducing health disparities and promoting public health (Gerry et al. 2006); innovative practices to enhance the skills of managers (Farazmand 2004); leadership capacity building model (Roddy 2004), etc.

The above studies have identified and used areas specific to their program or project for assessing their capacity. Focus was on assessing the current level of capacity of the organisation in their projects or programs and then building upon those capacities where they are weak to strengthen the organisations ability in achieving its mission, than building new capacities, as (Farazmand 2004) feels building new capacities a daunting challenge.

A plethora of tools like, Discussion Oriented Organisational Self Assessment, Participatory Organisational Evaluation Tool, Simple Capacity Assessment Tool, Participatory Capacity Assessment, McKinsey Capacity Assessment Grid, Marguerite Casey Foundation Organisational Capacity Assessment Tool, SVP Organisational Capacity Assessment Tool, Self assessment tool, Benefits Planning, Assistance and Outreach Performance Excellence Instrument and Organisational Assessment Tool that have been developed and used for assessing the capacity of organisation. In-depth analysis of the above tools indicated that organisations assessed their capacity in general areas of Partnering, Financial Resource Management and Strategic Management/Governance and areas specific to the program or project namely Human Resource Management, Equitable Participation, Sustainability of Program Benefits and Organisational Learning.

In line with the above, the authors conducted literature reviews to identify the significant areas in each of the HR function. The general areas along with the specific areas (significant areas) identified served as the pivotal areas for assessing the capacity of HR function. Table 1 brings out the assessment areas of CapScore Card.

Table 1: Assessment Areas of CapScore Card

Recruitment and Selection Practices (R)	Performance Management System Practices (P)	Training and Development Practices (T)
Job analysis (JA) – R-JA- (Tanova, 2003; Wilk and Cappelli 2003)	Performance Management System Needs (PN) – P-PN- (Soltani, et al. 2005; DeNisi, and Tanova and Nadiri 2005)	Training Needs (TN) – T-TN- (Wilk and Cappelli 2003;

Pritchard 2006)		
Recruitment Procedure (RP) – R-RP- (Denton 1997; Russo et al. 2000)	Job Evaluation (JE) – P-JE- and Chakraborty 1998)	Designing and Implementing (Werther and Davis 1993; Gupta (Selden 2005; Puccio et al. 2006)
Selection Process (SP) – R-SP- (Kickul 2001; Shen and Edwards 2004)	Performance Appraisal Process (O’Driscoll and Randall 2001; Coates 2004)	Transfer of Training (TOT) – T- (PAP) – P-PAP- (Tziner et al. 1999; Cheng 2000)
Compensation (CP) – R-CP- (Henderson and Fredrickson 1996; Wilk and Cappelli 2003)	Compensation Rewards and Incentives (CM) – P-CM- (Townley 1990; Pilbeam and Corbridge 2002)	Evaluation of Training Programs (TE) – T-TE- (Yadapadithaya 2001; Subedi 2006)
Partnering (PT) – R-PT	Partnering (PT) – P-PT	Partnering (PT) – T-PT
Financial Resource Management (FRM) – R-FRM	Financial Resource Management (FRM) – P-FRM	Financial Resource Management (FRM) – T-FRM
Alignment of Recruitment and Selection Goals with Organi- sation strategy (AL) – R-AL	Alignment of Performance Management System Goals with Organisation strategy (AL) – P-AL	Alignment of Training and Development Goals with Organisation strategy (AL) – T-AL

CapScore Card has three parts, representing Recruitment and Selection, Performance Management System and Training and Development with 137 questions each measured along the standard measurement scale (Five-point scale of Likert) ranging from “5” = Strongly agree to “1” = Strongly disagree. Figure 1 represents the validation process adopted for validating CapScore Card. The questions included in CapScore Card correspond to the standard practices adopted by organisations with regard to their HR function as derived from literature reviews. For validating the instrument, the authors administered and collected questionnaires from thirty-six respondents occupying the middle level managerial positions spread over different departments selected from two automobile components manufacturing company.

The authors ensured Criterion oriented validity through literature reviews (Yabroff et al. 1996) and content validity through expert opinion (Hambleton and Rogers 1991). Purification of Constructs were done by examining the CITC scores and deleting those items whose score is less than zero and items, which produced a substantial or sudden in CITC, scores (Cronbach 1951). Reliability of the constructs were ensured by examining the Cronbach’s alpha () coefficient and an Alpha value greater than 0.7 was considered acceptable (Nunnally 1978). All the constructs had Alpha value greater than 0.7, thereby ensuring reliability of constructs. Construct validity was tested through convergent and discriminant validity (Fornell and Larcker 1981). Authors tested Convergent validity using Partial Least Square technique (Bagozzi and Fornell 1982). Constructs possess Convergent validity when the AVE value of each construct is greater than 50 per cent and composite reliability greater than 70 per cent (Diamantopoulos and Winklhofer 2001). Constructs possess Discriminant validity when the Root Mean Square value of the AVE values between two constructs is greater than the construct correlation between those two constructs (Diamantopoulos and Winklhofer 2001). All the constructs of CapScore Card possessed both convergent and discriminant validity.

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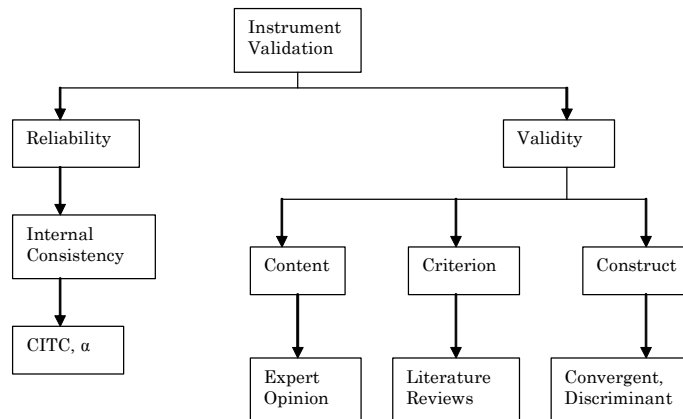


Figure 1: Validation of CapScore Card

The highlight of CapScore Card is the GRID, plotted using the data collected from the respondents. The calculation draws its base from the Participatory Organisational Evaluation Tool (POET). The authors have designed CapScore Card such that it brings out the opinion of the employees with regard to the HR practices adopted in his/her organisations. The respondent gives a score five, when he/she feels that the organisation is carrying out that function capably. To put in other words, the organisation has the desired capacity in carrying out the function. This measures the capacity score in each area of the HR function. It is just not enough that a member alone feels that the organisation is capably carrying out the function, there needs to be similarity in thinking among the members of the organisation. This similarity in thinking represents the consensus among the group or members of the organisation that they are capably carrying out the function. The Raw, Standardized and Scaled Capacity and Consensus scores brings out the extent of capacity and the consensus among the members with regard to the capability they possess in carrying out the HR function. The modus operandi for calculating these scores are

1. The average of the respondent’s total score for a section gives the Raw Capacity Score for that section.
2. The Raw capacity score multiplied by 100 and divided by the maximum points for the area gives the Standardized Capacity Score.
3. The standard deviation as a percentage of the range of scores for that area gives the Raw Consensus Score for that area.
4. Raw Consensus Score multiplied by 2 and subtracted from 100 gives the Standardized Consensus Score.
5. Standardized Scores are converted to Scaled Scores using the key given below:

Standardized Score	0 - 22	23 - 32	33 - 39	40 - 45	46 - 50	51 - 55	56 - 59
Scaled Score	5	10	15	20	25	30	35
Standardize Score	60 - 63	64 - 67	68 - 71	72 - 74	75 - 78	79 - 81	82 - 84
Scaled Score	40	45	50	55	60	65	70
Standardized Score	85 - 87	88 - 89	90 - 92	93 - 95	96 - 98	99 - 100	

Scaled Score	75	80	85	90	95	100
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6. Plotting the Scaled Capacity Score on the X-axis and the Scaled Consensus Score on the Y-axis brings out the GRID. Plot on the GRID portrays the various capacity areas that fall in the quadrants indicating high/low capacity/consensus.

The above discussions highlight the rigorous methodology adopted for developing CapScore Card. The significance of CapScore Card is that it contains standard practices adopted by organisations with respect to their HR function, derived from research studies for which the respondents bring out their opinion with regard to the practices followed in their organisation. In other words, CapScore Card measures the extent to which organisations follow the standard practices with regard to the HR function. The scaled capacity scores bring out the extent to which organisations adopted the standard practices. On the other hand, the scaled consensus scores bring out the consensus among the employees with regard to the practice adopted in their organisation. Areas that have scored over 50 points in scaled capacity and scaled consensus scores fall in the high capacity high consensus quadrant, which is an indication that the organisation is following the standard practices with consensus among its employees. Adoption of standardized practices would lead an organisation on the path of excellence in its function. From the above discussions, we can conclude that CapScore Card is pervasive. This makes it applicable to all industries for HR functional capacity assessment. As an initiative, the authors applied CapScore Card in a manufacturing setup.

Application of CapScore Card in a Manufacturing Industry

CapScore Card, was administered to the employees occupying the middle level managerial positions spread over different departments in an automobile component manufacturing company in Coimbatore City, with the aspiration to bring about excellence in their HR function. The middle level employees in the organisations were stratified based on the departments; finance, marketing, production, quality assurance, plant engineering, human resources and information technology. From each stratum, the authors selected 25 per cent of the employees at random which amounted to thirty-three respondents. The study used the data collected in early 2007. All the thirty-three questionnaires collected back from the respondents were usable. Using the data, the Raw, Standardized and Scaled Capacity, and Consensus Scores were calculated. Table 2 gives the above scores for the Company.

GRID was arrived by plotting the Scaled Capacity Score on the X-axis and Scaled Consensus Scores on the Y-axis. Figure 2, 3, 4 depicts the GRID for the three functions of HR.

Table 2: Capacity and Consensus Scores for the HR function

Function	Construct Code	Capacity Score			Consensus Score		
		Raw	Standardized	Scaled	Raw	Standardized	Scaled
Recruitment and Selection	R-JA	26	85	75	16	68	50
	R-RP	27	77	60	20	60	40
	R-SP	37	82	70	20	60	40
	R-CP	35	78	60	18	64	45
	R-PT	21	70	50	14	71	50
	R-FRM	15	75	60	14	73	55
	R-AL	27	77	60	16	68	50
Performance	P-PN	26	85	75	12	76	60
Management System	P-JE	18	74	55	17	66	45
	P-PAP	18	74	60	17	66	50
	P-CM	19	75	60	21	58	35

	P-PT	27	69	50	14	72	55
	P-FRM	14	70	50	13	73	55
	P-AL	19	74	55	14	72	55
Training and Development	T-TN	25	72	55	16	68	50
	T-TD	40	80	65	17	67	45
	T-TOT	12	83	70	15	71	50
	T-TE	24	78	60	15	70	50
	T-PT	24	69	50	13	74	55
	T-FRM	19	77	60	16	68	50
	T-AL	30	74	55	15	69	50



Figure 2: GRID – Recruitment and Selection Function

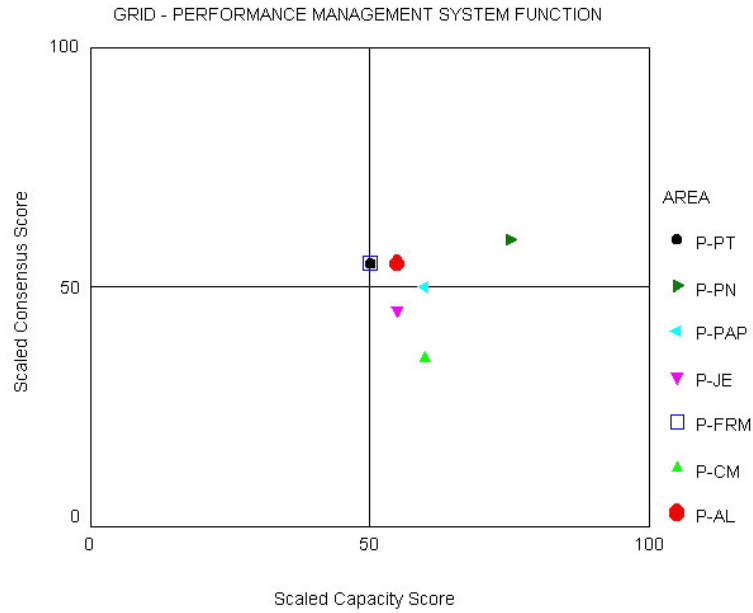


Figure 3: GRID – Performance Management System Function



Figure 4: GRID – Training and Development Function

Plot on the GRID brings out the areas that fall in the various quadrants. Areas that have scored 50 points or above points as scaled scores fall in the high capacity/ consensus quadrant. The GRID

reveals that six areas fall in the High Capacity Low Consensus quadrant where in their scaled capacity score is greater than 50, while the scaled consensus score is below 50 points. The areas are Recruitment Procedure, Selection Process and Compensation with regard to the Recruitment and Selection function, Job Evaluation and Compensation, Rewards and Incentives with regard to Performance Management System function, and Training Design and Implementation with regard to Training and Development function. This is an indication that the employees do not have the consensus regarding the practices adopted by the organisation in the above areas. This lack of consensus could be due to two reasons: 1) lack of transparency with regard to the procedure adopted by the organisation 2) the organisation is not following the standard practices as stated in CapScore Card.

Having identified the low capacity/consensus areas focus is to identify reasons for the low capacity/consensus and consequently evolving strategies to move these areas to the high capacity-high consensus quadrant, thereby deriving excellence in its HR function. For identifying the reasons for capacity/consensus lack, the authors conducted brainstorming session with the executives of HR department and other department heads. The team comprised twelve members and had discussions in two stages. The focus of discussions in the first stage was identification of the reasons for the low capacity/consensus areas and those in the second stage was evolution of the strategies to move these capacity/consensus lack areas to the HC-HC quadrant (Table 3). The brainstorming session paved way for indepth analysis and, thereby, identifying the reasons for the low consensus profile in the above areas and the actions plan the organisation could adopt to achieve high consensus. Further, the session served as a platform for incorporating contemporary practices in HR, thereby, leading the organisation on the path to gain excellence in its HR function. The strategies evolved needs implementation in phases thus bringing about phased metamorphosis.

Due to high attrition rate and transfer of older employees to acquired units three areas in the Recruitment and Selection function namely, Recruitment Procedure, Selection Process and Compensation have low consensus but high capacity. All these three areas are interlinked. Due to non-communication of expectations from the job, employees were not aware of their yearly targets. The organisation needs to adopt consistency and uniformity with regard to award of rewards and incentives to its employees and provide systematic and customized training to new employees.

Conclusion

The above discussion reveals the significance of CapScore Card. It helps organisations identify the areas where they lack capacity/consensus in carrying out their HR function. To put in other words it measures the extent to which the organisation is adopting the standard practices with regard to their HR function and the level of consensus among its employees. Brainstorming session turned to be a revelation to ponder over the reasons for low consensus in the six areas. During the brainstorming session, the members approved on the scores the organisation has secured for the various areas of HR function, which brings to light that the assessment carried out using CapScore Card reflect the conditions prevailing in the organisation. This led to finding out amicable way of enhancing the capacity in the low scoring areas.

Table 3: Strategies Derived through the Brain Storming Session for Capacity Building

S.No	Area	Reason for Low capacity/Low consensus
1.	R-RP	Due to expansion and diversification employees from the existing unit replaced employees in the acquired units. This has lead to deficiency in the existing unit; which led filling up of position through adhoc recruitment procedures. Further, the new employees are not familiar with the existing system. Attrition rate is high in the technical areas.

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| 2. | R-SP | Systematic selection process is not adopted and selection techniques adopted is department specific. |
| 3. | R-CP | Skilled employees especially in the R&D department due to scarcity demand high pay. Attrition also augments the same. There is also demarcation in pay levels among employees of different departments occupying the same cadre. Added to this is the demand for high pay by the newer employees. |
| 4. | P-JE | Yearly targets for the employees are not set and communicated. |
| 5. | P-CM | The incentives and rewards paid are not consistent. Employees in the marketing department get more benefits when compared to those in the Production and R&D department/ |
| 6. | T-TD | Due to high attrition rate and induction of new employees in view of transfer of older employees to acquired units design and implementation of systematic training was not feasible and training to new employees were provided as and when needed. |

S.No	Area	Strategy to move to HC – HC
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| 1. | | Introduction of legal bondage for atleast one year and sorting out the reasons for attrition rate would help controlling attrition. Use of replacement charts and systematic planning would help them identify the required workforce in future and recruit them accordingly. Induction program would be a revelation for the new employees. |
| 2. | | Organization should devise uniform, systematic selection and customized selection process. |
| 3. | | Uniform pay packages are to be adopted, with out disparity between the older and newer employees and between departments. |
| 4. | | For each quarter, the targets for the employees are to be set and issued in writing. |
| 5. | | Profit sharing system would be appropriate. This would fetch all employees equal share in profits. Targets for performance could be set and when achieved performance bonuses could be given. |
| 6. | | Orientation to new employees could help them know their expectations from the job and later training will help them bridge the skill gaps identified. This would ease designing customized training programs. |

Organisation needs to take care so that the above issues do not become repetitive and implement the strategies identified through the brain storming session sequentially. Prime attention needs to be given to the areas in Recruitment and selection function, later to Job evaluation of Performance Management System, then to Designing and Implementing Training programs and finally to Compensation, Rewards and incentives of Performance Management System.

This would help the organisation move the above six capacity areas to HC – HC quadrant, indicating high capacity and high consensus in all its activities. This turns to be stage I in capacity building process where by the organisation would excel in its HR function. To put in other words, this could be termed as functional Capacity Building. Once the organisation reaches stage 1 it can move to stage II i.e., organisational capacity enhancement. In this stage, organisation could extend the above capacity building exercise to all the functions thereby achieving excellence in all the functions at the organisational level. Having accomplished stage II, the next stage i.e., stage III is regional capacity enhancement. Organisations belonging to the same sector in the region can join and form cohort and

carry out the capacity building exercise in their respective organisations and map their capacity areas. This helps members of the cohort identify the organisation that has scored the highest capacity and consensus score in each area and assume the practices adopted by that organisation as benchmarked practices. This would facilitate other members of the cohort to compare their practices with that organisation enabling them enhance their current practices. This would help capacity enhancement among all the organisations in that region. Few cohorts that exist in Coimbatore are South India Textile Research Association (SITRA), Coimbatore Foundry and Industry Owners Association (COFIOA), Coimbatore Tiny & Small Foundry Owners Association (COSMOFAN), Southern India Engineering Manufacturer's Association (SIEMA). Having accomplished capacity enhancement at the regional level, the next stage (Stage IV) is extension of the above concept to national level. Organisations could join and form Cohorts in different regions through out India and carry out the Capacity enhancement exercise mentioned in stage III. This would facilitate all the organisations in that sector modify and gear up their activities to the highest capacity and highest consensus level in all their functions thereby bringing about transformation in that sector on a large scale which would enable the Indian industries meet the challenges in the globalized scenario.

As an initiative, the authors have applied CapScore Card in a manufacturing setup in a particular region. Since CapScore Card attempts to assess the Capacity of HR function in diverse areas with regard to the standard practices adopted in industries, the tool is hence pervasive. This makes it applicable in industries of all sectors in the Indian Scenario. The authors are in the process of charting out plans to conduct similar studies in organisations pertaining to varied sectors across the world.

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