

CASE STUDY 1: RECRUITMENT PERFORMANCE AT SUNRISE SAVINGS & LOANS

Sunrise Savings & Loans began the year with **180 employees**. During the year, the company approved **40 new positions** to support branch expansion and replace staff who left.

The HR department advertised and interviewed candidates for all 40 roles. By the end of the year:

- a. **36 job offers** were made.
- b. **30 candidates accepted** the offers and joined the organisation.
- c. The recruitment team spent a total of **GHS 180,000** on recruitment activities, including advertising, interview logistics, medicals, background checks, and onboarding.
- d. The **total number of days** from posting vacancies to filling all positions was **1,200 days**.

At the end of the year, Sunrise Savings & Loans had **210 employees**.

Assignment

Using the information above, calculate:

1. Headcount at the Start of the Year
2. Number of New Hires
3. Offer Acceptance Rate
4. Time to Fill
5. Cost per Hire
6. Employee Growth Rate

CASE STUDY 2: ATTRITION AND RETENTION AT SUNRISE SAVINGS & LOANS

At the start of the year, Sunrise Savings & Loans operated with a workforce of **180 employees**. Over the course of the year, the organisation expanded its operations, recruited new staff, and promoted several employees internally. By year-end, headcount had increased to **210 employees**, reflecting a period of growth and internal movement across branches and departments..

During the year, management recorded the following:

- a. **24 employees left** the organisation.
- b. Out of the 24 who left, **8 left within their first 12 months** of employment.

Staff exits by department were:

- a. **Sales & Marketing: 10**
- b. **Operations: 7**
- c. **Finance & Admin: 4**
- d. **IT & Support: 3**

During the same year:

- a. **15 staff were promoted internally** into higher roles.
- b. Total number of vacancies filled during the year was **30**.

The company's total payroll at the start of the year was **GHS 9,000,000**. By the end of the year, payroll had increased to **GHS 10,350,000** due to salary reviews, promotions, and new hires.

Assignment

Using the information above, calculate:

1. Average Headcount
2. Attrition Rate
3. Early Turnover Rate
4. Turnover per Department
5. Internal Promotion Rate
6. Salary Change Rate
7. Retention Rate

CASE STUDY 3: EMPLOYEE ENGAGEMENT AT SUNRISE SAVINGS & LOANS

Following a year of rapid expansion, internal promotions, and increased payroll costs, management at **Sunrise Savings & Loans** became concerned about how these changes were affecting staff morale, commitment, and overall engagement.

With headcount rising to **210 employees** and early turnover flagged as a concern in the previous HR review, leadership decided to conduct a **company-wide employee engagement and pulse survey** to better understand how employees were experiencing the organisation and to identify areas requiring management attention.

The survey was rolled out across all branches and departments, focusing on leadership, communication, growth opportunities, recognition, and managerial support.

At the time of the survey:

- a. Sunrise Savings & Loans had **210 employees**.
- b. **168 employees** completed the engagement survey.
- c. Engagement scores across five dimensions averaged **4.0 out of 5**.
- d. Among respondents:
 - i. **90 employees** were Promoters (scores of 9–10).
 - ii. **50 employees** were Passives (scores of 7–8).
 - iii. **28 employees** were Detractors (scores of 0–6).
- e. During the quarter, **120 employees** participated in a recognition and rewards programme.
- f. The average **manager feedback score** recorded was **3.8 out of 5**.

Assignment

Using the information above, calculate:

1. Employee Engagement Index
2. Pulse Survey Participation Rate
3. Employee Net Promoter Score (eNPS)
4. Recognition & Reward Participation Rate
5. Manager Feedback Score

CASE STUDY 4: EMPLOYEE EXPERIENCE AT SUNRISE SAVINGS & LOANS

Following the employee engagement survey, management at **Sunrise Savings & Loans** decided to look more closely at the **day-to-day experience of employees at work**. While engagement scores were generally positive, branch managers reported increasing concerns around staff fatigue, absenteeism, and workload pressures, especially in high-growth branches.

To better understand these issues, HR conducted a **workplace experience review** covering attendance, well-being, workload, and employee feedback over a **12-month period**.

The review revealed the following data:

- a. Sunrise Savings & Loans had an **average workforce of 195 employees** during the year.
- b. Total **working days per employee** in the year were **240 days**.
- c. A total of **2,340 workdays were lost** due to absenteeism across the organisation.
- d. Employees worked an average of **8 hours per day**.
- e. The **average hourly cost per employee** was **GHS 35**.
- f. The average **employee feedback score** on workplace experience was **3.9 out of 5**.
- g. **Workload satisfaction** scored **3.6 out of 5**.
- h. The **workplace well-being index**, combining stress, health, and work–life balance indicators, was **4.0 out of 5**.

Assignment

Using the information above, calculate:

1. Absenteeism Rate
2. Average Absence Days per Employee
3. Employee Feedback Score
4. Workload Satisfaction Score
5. Workplace Well-being Index
6. Attendance Rate
7. Average Hourly Cost
8. Cost of Absenteeism

CASE STUDY 5: PERFORMANCE MANAGEMENT AT SUNRISE SAVINGS & LOANS

After reviewing employee engagement and workplace experience, management at **Sunrise Savings & Loans** turned its attention to a critical question:

Are people's performance and business performance aligned?

With continued growth in headcount and payroll investment, leadership wanted to assess whether productivity, quality of work, and customer outcomes were improving alongside staff numbers. HR and Finance, therefore, conducted a **performance and productivity review** covering the last financial year.

The review revealed the following information:

- a. Sunrise Savings & Loans recorded **total revenue of GHS 42,000,000** for the year.
- b. Net **profit for the year was GHS 8,400,000**.
- c. The organisation operated with an **average headcount of 195 employees**, equivalent to **185 Full-Time Equivalents (FTEs)**.
- d. Total employee-related costs (salaries, benefits, training) amounted to **GHS 10,500,000**.

Performance management data showed:

- a. The **average performance rating** across all staff was **3.8 out of 5**.
- b. **52 employees** were rated as high performers.
- c. **18 employees** were placed on a Performance Improvement Plan (PIP).
- d. Out of those on PIP, **12 successfully exited** the programme within the agreed period.
- e. At year-end, **156 employees** fully achieved their performance goals.

Operational quality data indicated:

- a. **1,950 transactions** were processed during the year.
- b. **78 transactions** were returned or corrected due to errors.

Customer experience analysis showed:

- a. Branches with high-performing employees recorded an average **customer satisfaction score of 4.4 out of 5**,
- b. While branches with lower performance ratings averaged **3.7 out of 5**.

For service delivery roles:

- a. Staff had a total of **160,000 available working hours** during the year.
- b. **124,800 hours** were recorded as billable or revenue-generating.

Assignment

Using the information above, calculate:

1. Revenue per Employee
2. Profit per FTE
3. Human Capital ROI
4. Average Performance Rating
5. High Performer Rate
6. PIP Success Rate
7. Goal Achievement Rate
8. Billable Utilization Rate
9. Quality of Work / Error Rate
10. Customer Satisfaction Linked to Employee Performance

CASE STUDY 6: LEARNING & DEVELOPMENT AT SUNRISE SAVINGS & LOANS

Following the performance review, management at **Sunrise Savings & Loans** observed that while overall productivity and customer satisfaction were improving, performance gaps still existed across some roles and branches. To address these gaps and strengthen future capability, the organisation invested deliberately in **learning and development interventions** over the year.

HR tracked training participation, costs, and post-training performance outcomes to assess whether learning investments were delivering measurable value.

The Learning & Development review showed the following:

- a. Sunrise Savings & Loans had an **average workforce of 195 employees** during the year.
- b. A total of **4,875 training hours** were delivered across technical, leadership, compliance, and customer service programmes.
- c. Total **training and development cost** for the year was **GHS 780,000**, covering facilitators, materials, logistics, and external courses.
- d. **150 employees** participated in at least one formal training programme during the year.

Post-training performance analysis revealed:

- a. Average productivity per trained employee increased from **GHS 210,000** to **GHS 235,000** annually.
- b. This represents a **performance gain of GHS 25,000 per trained employee**.

Assignment

Using the information above, calculate:

1. Average Training Hours per Employee
2. Training Cost per Employee
3. Performance Gain Value
4. Training ROI (%)
5. Training & Development Access Rate

CASE STUDY 7: DIVERSITY, EQUITY, AND INCLUSION AT SUNRISE SAVINGS & LOANS

As Sunrise Savings & Loans strengthened performance management and invested in staff development, the Board requested a deeper review of **fairness, inclusion, and representation** across the organisation. Leadership wanted to ensure that growth, promotions, and rewards were being distributed equitably across different employee groups.

HR therefore conducted a **Diversity, Equity, and Inclusion (DEI) review** using workforce, pay, promotion, and overtime data from the past year.

The DEI review revealed the following:

- a. Sunrise Savings & Loans had a total workforce of **210 employees**, made up of:
 - i. **120 male employees**
 - ii. **90 female employees**

- b. Average annual salaries were:
 - i. **Male employees: GHS 58,000**
 - ii. **Female employees: GHS 52,000**

- c. Leadership roles (branch managers, department heads, senior officers) totalled **40 positions**, made up of:
 - i. **28 men**
 - ii. **12 women**

- d. During the year, **30 employees were promoted**, of which:
 - i. **18 were men**
 - ii. **12 were women**

- e. Total overtime cost for the year was **GHS 420,000**, distributed as follows:
 - i. **Male employees: GHS 270,000**
 - ii. **Female employees: GHS 150,000**

Assignment

Using the information above, calculate:

1. Workforce Diversity Ratio
2. Gender Pay Gap (%)
3. Average Salary by Gender
4. Representation in Leadership Roles (%)
5. Promotion Rate by Gender
6. Overtime Cost Distribution (%)