

CASE STUDY 1: RECRUITMENT PERFORMANCE AT BRIDGEPOINT COMPANY LIMITED

Bridgepoint Company Limited began the year with **220 employees**. During the year, the company approved **48 new positions** to support branch expansion and replace staff who left.

The HR department advertised and interviewed candidates for all 48 roles. By the end of the year, the following recruitment outcomes had been recorded:

- a. **44 job offers** were made.
- b. **38 candidates accepted** the offers and joined the organisation.
- c. The recruitment team spent a total of **GHS 228,000** 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 **1,520 days**.

At the end of the year, Bridgepoint Company Limited had **254 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 BRIDGEPOINT COMPANY LIMITED

At the start of the year, Bridgepoint Company Limited operated with a workforce of **220 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 **254 employees**, reflecting a period of growth and internal movement across branches and departments.

During the year, management recorded the following:

- a. **32 employees left** the organisation.
- b. Out of the 32 who left, **11 left within their first 12 months** of employment.

Staff exits by department were:

- a. **Sales & Marketing: 12**
- b. **Operations and Service Delivery: 9**
- c. **Finance & Admin: 6**
- d. **IT & Support: 5**

During the same year:

- a. **20 staff were promoted internally** into higher roles.
- b. Total number of vacancies filled during the year was **38**.

The company's total payroll at the start of the year was **GHS 11,880,000**. By the end of the year, payroll had increased to **GHS 13,650,000** 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 BRIDGEPOINT COMPANY LIMITED

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

Leadership therefore conducted a company-wide employee engagement and pulse survey to 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. Bridgepoint Company Limited had **254 employees**.
- b. **208 employees** completed the engagement survey.
- c. Engagement scores across five dimensions averaged **4.0 out of 5**.
- d. Among respondents:
 - i. **118 employees** were Promoters (scores of 9–10).
 - ii. **56 employees** were Passives (scores of 7–8).
 - iii. **34 employees** were Detractors (scores of 0–6).
- e. During the quarter, **146 employees** participated in a recognition and rewards programme.
- f. The average **manager feedback score** recorded was **3.9 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 BRIDGEPOINT COMPANY LIMITED

Following the employee engagement survey, management at **Bridgepoint Company Limited** 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. Bridgepoint Company Limited had an **average workforce of 237 employees** during the year.
- b. Total **working days per employee** in the year were **240 days**.
- c. A total of **2,844 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 38**.
- f. The average **employee feedback score** on workplace experience was **4.0 out of 5**.
- g. **Workload satisfaction** scored **3.5 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 BRIDGEPOINT COMPANY LIMITED

After reviewing employee engagement and workplace experience, management at **Bridgepoint Company Limited** 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. Bridgepoint Company Limited recorded **total revenue of GHS 51,600,000** for the year.
- b. Net **profit for the year was GHS 9,804,000**.
- c. The organisation operated with an **average headcount of 237 employees**, equivalent to **228 Full-Time Equivalents (FTEs)**.
- d. Total employee-related costs (salaries, benefits, training) amounted to **GHS 13,020,000**.

Performance management data showed:

- a. The **average performance rating** across all staff was **3.9 out of 5**.
- b. **64 employees** were rated as high performers.
- c. **22 employees** were placed on a Performance Improvement Plan (PIP).
- d. Out of those on PIP, **15 successfully exited** the programme within the agreed period.
- e. At year-end, **184 employees** fully achieved their performance goals.

Operational quality data indicated:

- a. **2,400 transactions** were processed during the year.
- b. **84 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 4.5 out of 5**,
- b. While branches with lower performance ratings averaged **3.8 out of 5**.

For service delivery roles:

- a. Staff had a total of **182,400 available working hours** during the year.
- b. **124,272 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 BRIDGEPOINT COMPANY LIMITED

Following the performance review, management at **Bridgepoint Company Limited** 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. Bridgepoint Company Limited had an **average workforce of 237 employees** during the year.
- b. A total of **5,925 training hours** were delivered across technical, leadership, compliance, and customer service programmes.
- c. Total **training and development cost** for the year was **GHS 948,000**, covering facilitators, materials, logistics, and external courses.
- d. **182 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 228,000** to **GHS 255,000** annually.
- b. This represents a **performance gain of GHS 27,000 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 BRIDGEPOINT COMPANY LIMITED

As Bridgepoint Company Limited 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. Bridgepoint Company Limited had a total workforce of **254 employees**, made up of:
 - i. **144 male employees**
 - ii. **110 female employees**

- b. Average annual salaries were:
 - i. **Male employees: GHS 61,500**
 - ii. **Female employees: GHS 57,000**

- c. Leadership roles (branch managers, department heads, senior officers) totalled **46 positions**, made up of:
 - i. **28 men**
 - ii. **18 women**

- d. During the year, **36 employees were promoted**, of which:
 - i. **20 were men**
 - ii. **16 were women**

- e. Total overtime cost for the year was **GHS 516,000**, distributed as follows:
 - i. **Male employees: GHS 300,000**
 - ii. **Female employees: GHS 216,000**

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 (%)

CASE STUDY 8: ERGONOMICS METRICS AT BRIDGEPOINT COMPANY LIMITED

Following the employee experience review, management at Bridgepoint Company Limited decided to take a closer look at workplace health, safety, and ergonomics. While previous analysis showed concerns around staff fatigue, absenteeism, and workload pressure, managers also began reporting a rise in discomfort-related complaints, minor injuries, and workstation challenges across a number of business units.

To better understand the extent of the issue, HR worked with Administration and Operations to conduct a workplace health and ergonomics review covering the last 12 months.

- a. Bridgepoint Company Ltd had an average workforce of **237 employees** during the year
- b. Total working days per employee in the year were **240 days**.
- c. The organisation recorded a total of **14 workplace injuries** during the year.

Out of the injuries recorded, the ergonomic-related injuries were as follows:

- a. 5 manual handling strain cases, with an average of 7 lost workdays per case
- b. 4 workstation-related neck and back strain cases, with an average of 9 lost workdays per case
- c. 3 repetitive strain injury cases, with an average of 8 lost workdays per case
- d. A total of 426 workdays were lost due to physical discomfort, including back pain, neck strain, eye strain, and repetitive strain symptoms.
- e. Ergonomic risk assessments were conducted for 180 employees across four work areas on a 100-point scale, where a higher score indicates higher ergonomic risk:
 - i. Head Office: **60 employees, average score of 68**
 - ii. Contact Centre: **50 employees, average score of 74**
 - iii. Operations Hub: **40 employees, average score of 71**
 - iv. Branch Support: **30 employees, average score of 63**
- f. A total of **165 employees** were scheduled to participate in ergonomic awareness and workstation safety training, out of which **141 completed the training**.
- g. During the year, **21 employees** were recorded as having **work-related musculoskeletal disorders**.

Assignment

Using the information above, calculate:

1. Workplace Injury Rate
2. Lost Workdays due to Ergonomic Injury
3. Average Ergonomic Risk Assessment Score
4. Absenteeism Rate due to Physical Discomfort
5. Ergonomic Training Participation Rate
6. Musculoskeletal Disorder Rate