

# Improvement Analysis

## SIGHTSAVERS

*June 2016*

### Workforce training (LA10)

Training needs are identified at the individual level, i.e. through Development Reviews, and through the HR Operations Team and HR Business Partners. In 2015, the average spend on training was 2.5% of total salary cost which was over the 2% target. The target was now set to 3% for 2016. Apart from the volunteers mentioned in LA1 – how many staff members have received training in 2015? Does Sightsavers have evidence that their mechanisms for staff development work well in practice and have yielded as envisaged improvements?

#### Actions taken

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### Performance development process (LA12)

The employee survey 2015 highlighted the need to improve Sightsavers' current performance development process and the Panel welcomes progress in this regard. Might this dissatisfaction be the reason that only 57% of Performance and Development Reviews (PDRs) have been returned for 2015? Please provide an explanation for this low number in the next report.

#### Actions taken

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### Workforce grievances (NGO9)

Sightsavers has a grievance procedure in place which includes an organisational policy (reviewed in 2014) and process for handling grievances. Relevant documents were shared with the Panel in 2015 and it is still suggested to make these publicly available.

Were there any concerns raised in 2015 (e.g. to the two new HR Business Partners who support managers to resolve grievances) and if yes, were these resolved satisfactorily in practice?

#### Actions taken

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