
6F. Handling Grievances

A grievance is any discontent or feeling of unfairness and in the workplace, it should be pertaining to work. A grievance is more deep-seated than a complaint. Complaints are expressions of grievances, but a grievance is deep-rooted such that the employee takes appropriate remedial action to seek satisfaction.

Grievances usually arise because of certain behaviour of supervisor and other employees, or certain management decision. The grievance may be unreasonable but the emotion itself is genuine. Grievances are important to those employees who express them and must, therefore, be treated seriously.

6F.1 Principles

a. Fairness

Would treatment be biased?

Would the junior staff/complainant be victimized?

b. Consistency

Would similar situation be handled in the same way?

Are precedents documented and referred?

c. Representation

Is the company allowing employees involved to be represented by fellow colleagues/trade union members? If so, what can be their role?

d. Promptness

Are grievances and complaints addressed as soon as possible?

Are concerned parties kept informed of the progress?

6F.2 Procedures

A 3-stage procedure is indicated in Figure 6F.2a

Stage 1: immediate supervisor

Stage 2: next level of management + HR

Stage 3: next level of management + HR, final decision to be made by Senior Management

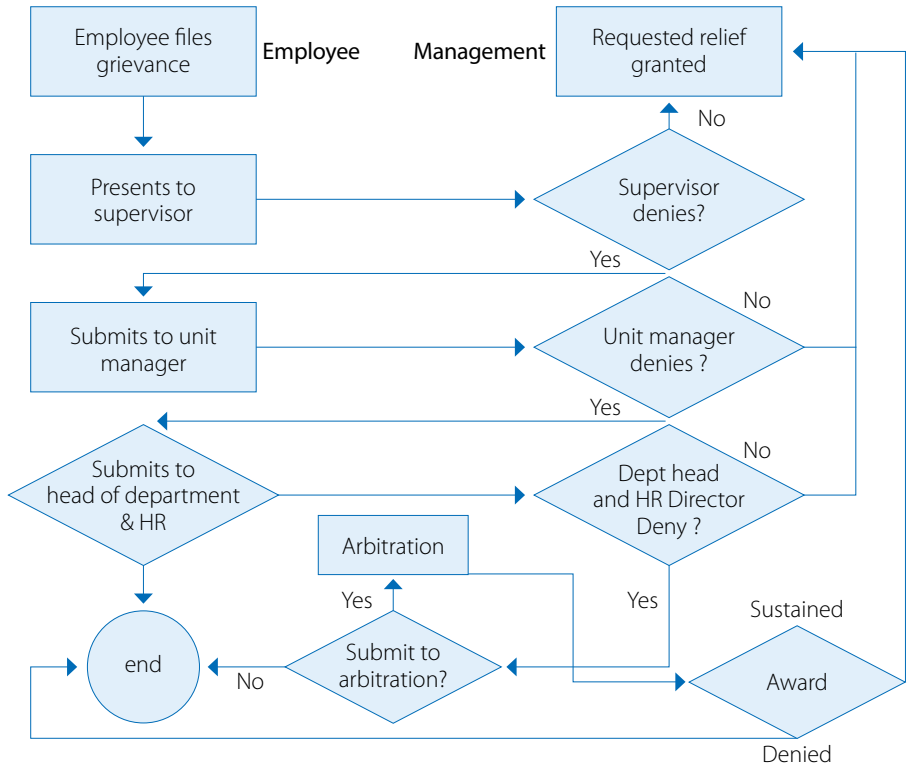


Figure 6F.2a 3-steps Handling Grievances Procedures

6F.3 Interview/meeting with the staff concerned

a. Preparation

- ✦ Fact finding
- ✦ Analyze
- ✦ Establish objectives
- ✦ Decide strategy and tactics

b. During interview/meeting

- ✦ Listen
- ✦ Respect and empathy
- ✦ Non-judgmental attitude
- ✦ Find out what her or his needs are

c. After interview/meeting

- ✦ Decide: case genuine or unfounded?
- ✦ Resolve situation and negative feeling if any

