

Grievances Handling



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Intended Learning Outcome

At the end of the session, participants shall be able to;

- Define what Grievances are.
- Know importance of Solving Grievances.
- Understand causes of Grievances.
- How to get to know about Grievances ?
- Identify methods of Grievance Settlement.
- Develop Grievance Procedure for the respective workplace.
- Know benefits of a Proper Grievance Handling System.
- Identify qualities of Good Grievance Procedure.
- Prepare guidelines for Good Grievance Handling.

Introduction

- HRM is concerned with “PEOPLE” dimension in management
- The success of organization depends upon its quality of Human Resources
- When the employees are suffering from grievances, it is very difficult to utilize them in expected ways
- Therefore, organizations should take an interest in employee grievance and make attempt to control or minimize employee grievances

Definitions

- ***“any real or imagined feeling of personal injustice, which an employee has, concerning his employment relationships”***
 - Keith Davis, (1971 p. 34)
- ***“A written complaint filed by an employee and claiming unfair treatment”***
 - dale Yader-

Definitions

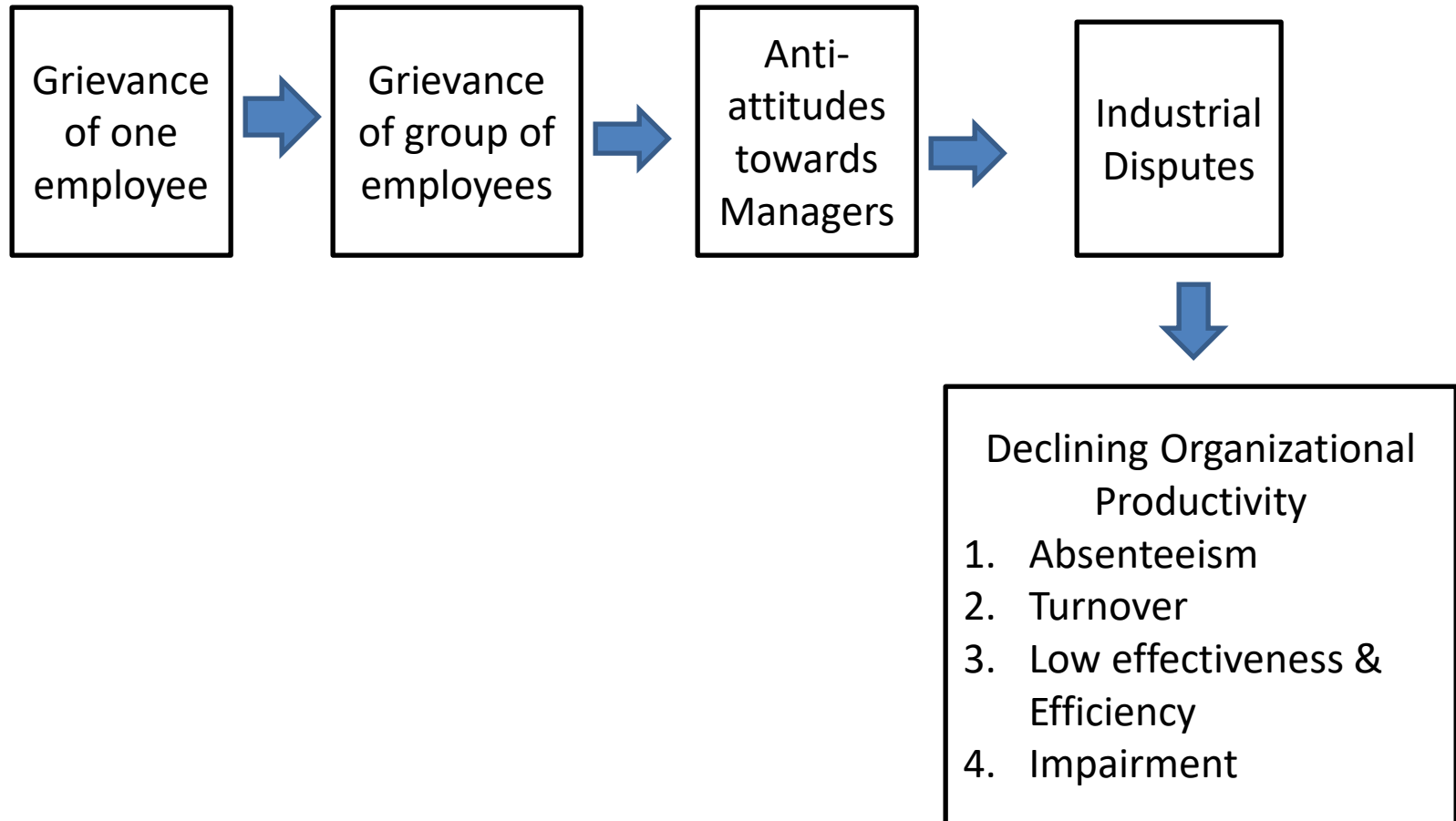
- *“ A complaint of one or more workers in respect of wages, allowances, conditions of work, and interpretation of service stipulation covering such areas as overtime, leave, transfer, promotion, seniority, job assignment or termination of service”.*

- International Labor Organization -

Definitions

- Grievance can be identified as psychological discontent or dissatisfaction arising from a feeling or belief of injustice, felt by an employee or group of employees in connection with the work environment.
- It can be expressed or unexpressed, valid or invalid.

Importance of Handling Grievances



Causes for Grievances

1. Causes relating to the job
2. Causes relating to the working conditions
3. Causes relating to the personnel mgt.
Policies/ practices/ procedures/ decisions
4. Causes relating to an alleged violation of
terms and conditions
5. Causes relating to unsuitable individual
behavior

1. Causes relating to the job

- The employee not competent to perform the duties & responsibilities of the job
- The employee has given a duty, which is out of his job description
- The worker not having the adequate training to perform the job assigned
- Employee does not match with the job

2. Causes relating to the working conditions

- Work hazards and unpleasant working conditions
- Unfavorable relationships with supervisors
- Leadership style of the supervisor
- Inadequate of toilet facilities, lunch room, noise, fumes, and other unpleasant physical conditions

3. Causes relating to the Per. Mgt. Policies

- Wages/ salaries and incentives
- Leave
- Promotions
- Terminations
- Transfers
- T & D
- Performance appraisal

4. Causes relating to an alleged violation of terms and conditions

- Violation of terms of collective agreement
- Violation of rules and procedures
- Disciplinary actions
- Ignoring management's responsibilities
- Act against past practices

5. Causes relating to unsuitable individual behavior

- Over ambitious**
- Superiority complex**
- Impractical attitudes towards life**

How to Get to Know about Grievances

- Exit Interviews
- Attitude Surveys
- Complaint Boxes
- Formal Grievance Procedure

Methods of Grievance Settlement

1. Formal Grievance Settlement Procedures (GSP)
2. Open Door Policy
3. Quasi Method
4. Committee Method
5. Counseling
6. Ombudsman
7. Mixed Method

1. Formal Grievance Settlement Procedures (GSP)

- This is the method mostly recommended for an organization that intends to settle grievances genuinely.

2. Open Door Policy

- This methods allows every employee to see the CEO of the organization with grievance to settle
- The door of the chief manager is open to any employee who is suffering from a grievance.
- The chief manager is ready to listen to the grievant and attempts to redress it

3. Quasi Method

- A HRM specialists or a third party represent the grievant in this method.
- The specialist attempt to find a solution for the grievance to a certain degree of satisfaction of the grievant
- As a specialist involves in handling the grievance a more fair treatment is expected
- Relatively cost may be high

4. Committee Approach

- A separate committee consisting of several managers is appointed for the purpose of settlement of employee grievances
- This committee will be a standing committee with appropriate authority for the purpose
- The committee will meet regularly the settlement of grievances
- The committee decision will be final generally

5. Counselling

- This is a two way purpose
- Counsellor will provide guidelines to the grievant
- Then he/she will be able to find a solution to settle the grievance

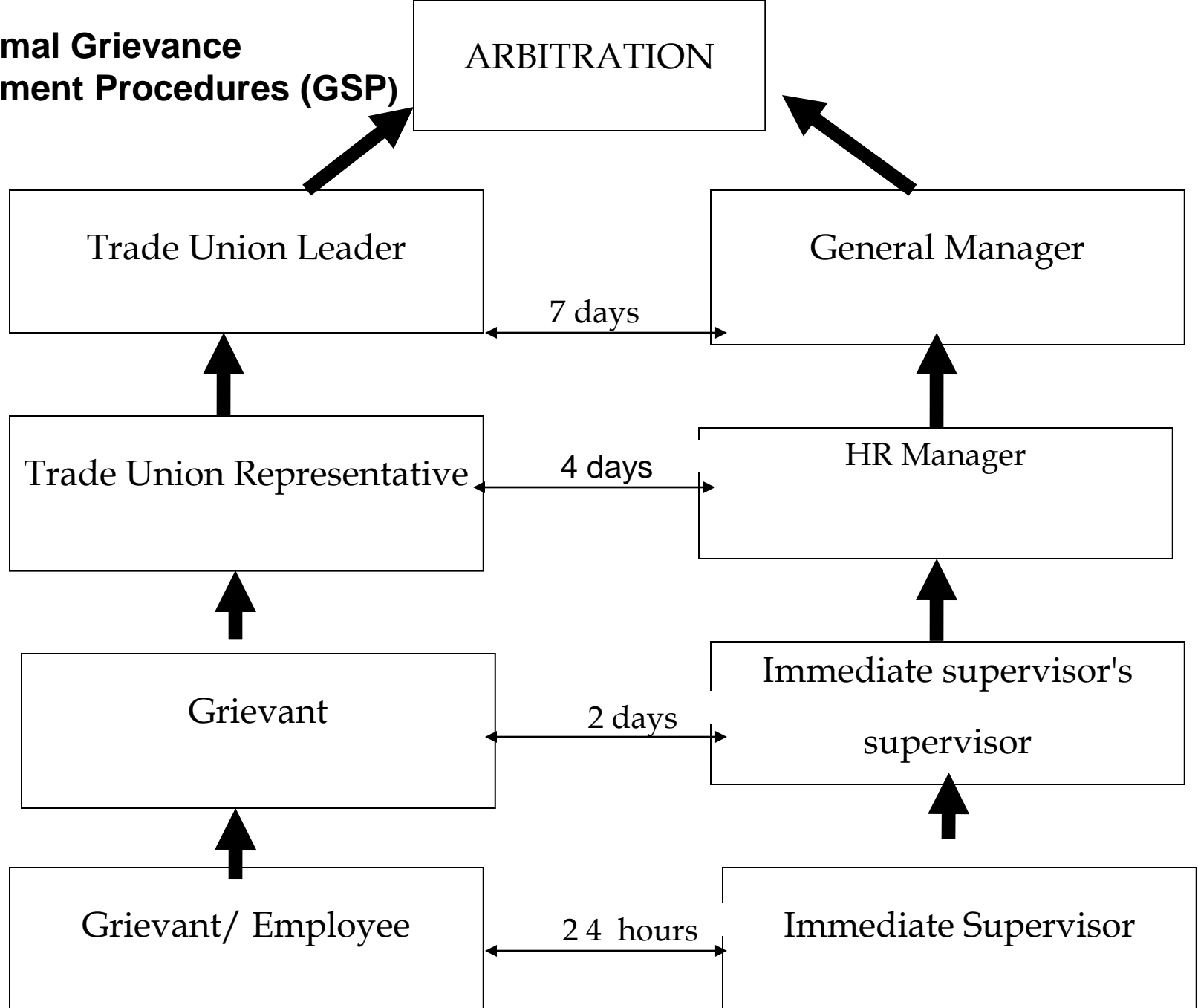
6. Ombudsman

- A special respective, neutral person is appointed to cope with grievances
- He/she will accept grievance and facilitate towards setting the grievances.
- He/she investigates grievances and recommends actions to management

7. Mixed method

- Generally a personnel specialists and a grievance settlement committee will be appointed for handling grievances
- A main duty of the personnel specialists is to receive a grievance in writing from employees and forward them with his/her observations to the grievance settlement committee
- Decisions to solve grievances will be made by the committee

1. Formal Grievance Settlement Procedures (GSP)



Benefits of a Proper Grievance Handling System

- Help make employee problems known
- Encourage solutions to problem before they become serious
- Help prevent future problems
- Give employees emotional release
- Help establishing and enhancing working relationships in the work place
- Provide a check and balance on arbitrary management actions

Qualities of Good Grievance Procedure

- Procedure should be easily understood by each employee
- It should lead to a speed settlement
- Acceptance and agreement by all
- Management involvement and support
- Company policies should be well communicated
- Publicity should be given to the procedure and its achievement
- Periodic reviews of procedure, rules and regulation

Guidelines for Good Grievance Handling



- Listen !, Listen ! And Listen !
- Define the problem, ask probing questions
- Attack problems, not people
- Make promises, if you can keep
- If you have made a mistake admit it
- Avoid “shooting the messenger” of grievances, allow problem surface easily

Guidelines for Good Grievance Handling

- Protect confidential information
- Go to the place where problem is (MBWA)
- Keep records on your grievance sessions
- Solve the matters at the basic levels
- Every grievance is important
- Take decisions and check whether they are implemented