

	<b>Standard Operating Procedures</b>  <b>GHCD</b>	DOC NO: 4.11.5	ISSUE: 2
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1.0	Abbreviation		
	1.1	HOD	Head of Company/Division/Department
	1.2	GHCD	Group Human Capital Division

2.0	Informal Grievance		
	2.1	The staff shall first bring staff's written grievance(s) to the attention of the immediate superior. The staff is to explain clearly the nature of the grievance and its effect on staff' working condition and well-being.	
	2.2	The immediate superior in turn, is to consider all suggested solutions and shall endeavour to resolve the problem immediately, if possible.	
	2.3	All grievances reported shall be noted and filed by the immediate supervisor to facilitate future reference should they arise again.	
	2.4	If the immediate superior is not able to resolve the grievance satisfactorily, the staff concerned shall then undertake to express the grievance in writing to the HOD. The HOD shall consider all the facts of the situation and endeavour to resolve the grievance immediately.	
	2.5	Should the HOD be unable to resolve the matter immediately, HOD shall then provide the staff with a written reply within seven (7) working days. A copy of the reply shall be extended to the GHCD.	
	2.6	Any grievance reported shall be noted and filed by the HOD for future reference.	
	2.7	Should the solution provided by the HOD be unsatisfactory, the staff concerned shall then initiate a formal grievance procedure.	

3.0	Formal Grievance		
	3.1	To initiate the formal grievance procedure, the staff shall report the grievance in writing to the Head of GHCD explaining the circumstances leading to the grievance.	
	3.2	The GHCD, upon receipt of the grievance letter shall investigate the matter thoroughly within five (5) weeks from the date the letter was received. Should the staff find the solution resolved as unsatisfactory, he/she may request in writing, a formal grievance hearing, from the GHCD.	