

# GRIEVANCE POLICY AND PROCEDURE

## OBJECTIVE:

Objective of this policy is to curtail and/or timely rectifying those factors which contributes toward employee's discontent or discomfort and to further improve upon organizational effectiveness.

## SCOPE:

This process shall apply to all employees of the Company

## NATURE OF GREIVANCE:

Nature of grievance could be (but not limited to) concerning employment, working conditions, change of service rules, biased approach, injustice, workloads and work norms. Dissatisfaction must arise out of employment that affects organizational performance and not due to personal problems.

## BASIC ELEMENTS OF PROCEDURE:

- Manner and attitude of the supervisor when complaint is received
- Assessment must be made by the respective manager that the complaint is presented fairly
- Statement and issues must not be pre-judged
- Proper time and attention is to be given to the issue regardless of the nature of the issue

## PROCEDURE:

A formal procedure will start when an employee presents a grievance either orally or written. It will be documented as per below. Grievance can be addressed at the following levels:

**Supervisory Level:** The best opportunity to address a grievance is to resolve it at the level at which it occurs, the first line supervisor (immediate boss). Immediate boss should show concern and respect to the issue and should escalate the concern to the relevant authorities within 48 hours, if he is unable to resolve the issue effectively.

**Intermediate Level:** If the dispute does not resolve at the supervisory level, it will be referred to the head of the concerned department. It is important that line management assume prime responsibility for the settlement of a grievance within 3 working days.

**Management Level:** If the grievance is not settled at the intermediate level also, it would be referred to the management committee (consisting minimum 3 and maximum 5 senior members of the company). They are required to settle the issue within 7 working days at most.

HR will be in the loop right from the beginning by respective manager and will intervene in the process if it is linger on from the specified time. It is the responsibility of all personnel who are involved in the process to keep it unbiased and transparent. Once the issue resolved, Grievance settlement form, signed by both parties, will be submitted to the HR.

PL/HRD/GP/001

Rev: 01

## GUIDELINES:

The following steps will provide a measure of guidance while dealing with grievances:

**Acknowledge Dissatisfaction:**

Managerial/supervisory attitude to grievance is very important. They should focus on the grievance not to the individual and should act as a neutral party. Manager/supervisor at any stage should not take the issue personally whether they are directly or indirectly involved in the grievance. Condescending attitude on the part of supervisor and managers would aggravate the problem.

**Define Problem:**

Instead of trying to deal with a vague feeling of discontent, the problem should be defined properly. Sometimes the wrong complaint is given. By effective listening, one can make sure that a true complaint is voiced.

**Get the Facts:**

Facts should be separated from fiction/emotions. Though grievance result in hurt feelings, the effort should be made to get the facts behind the feelings. There is need for a proper record of each grievance with facts and evidences.

**Analyze and Decide:**

Decision on each grievance will have a precedent effect. While no time should be lost in dealing with them, it is no excuse to be slipshod about it. Grievance settlements provide opportunities for management to correct themselves and thereby come closer to the employees.

**Follow up:**

Decision taken must be followed up earnestly. They should be promptly communicated to the employee concerned. If a decision is favorable to the employee, his immediate boss should have the privilege of communicating the same.

**DON'TS:**

Some of the common pitfalls that management commits in grievance handling which are not encouraged at any stage while settling down an issue:

- Stopping the search for facts too soon
- Expressing the management opinion before gathering full facts
- Failing to maintain proper records
- Arbitrary exercise of executive discretion
- Settling wrong grievances

**Annexure:**

Grievance Settlement Form – PL/HRD/GP – F001