



GRIEVANCE HANDLING

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Objectives

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- At the end of the session participants will be able to:
- Explain the nature and causes of grievance
 - Describe grievance handling procedures
 - Identify techniques of handling grievances



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- Nature and causes of grievance
- Types of grievances
- Grievance handling Techniques and procedures/process
- Government practices



Complete the story

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- A driver of your organization has to pay Rs.200 for driving a bus with an expired pollution test , he brings the bill and deposits it to the accountant, the accountant does not agree to reimburse him the amount.....
- A new officer wants to change the traditional filing system to database, he talks to his supervisor who shows him other urgent priorities and the hassle of changing the system.....



People Problems(The tools of Government)

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Donald F Kettl

- **Strains and Creaks-** Right people with right job
- **Civil service tradition**
 1. Recruitment on the basis of substantive knowledge.
 2. Hierarchical structure vs network structure.
 3. Hard to adopt the fast changing world of **Indirect Government.**



Grievance / Dissatisfaction

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Feeling of being

- Uncomfortable
- Unhappy
- Disappointed
- Discontent

Anything that disturbs an employee's feeling whether expressed or not is known as dissatisfaction .



- Expectation Vs Reality
- Reality Vs Consistency
- Consistency Vs justification
- Justification and Grievance.



Grievance

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- A formally presented complaint is known as grievance.
- A complaint becomes a grievance when the employee feels that an injustice has been committed
(E.B. Flippo)



Grievance Handling

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What is a Grievance?

- Every employee has certain expectations, which he/she thinks must be fulfilled by the organization he/she is working for.
- When the organization fails to do this he/she develops a feeling of dissatisfaction.
- When an employee feels something is unfair in the organization he is said to have a Grievance.



ILO

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

-International Labour Organisation.



Causes:

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(I) Economic

- Is your salary enough?
- How much is enough?

What does research say?



Causes:

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(II) Work Environment

- Who is the face of your organisation?
- What are informal groups at work?

- What do you research say?



Causes:

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(III) Supervision

- ❑ Relates to the attitude of the supervisor towards the employee such as perceived notions of bias, favoritism, regional feelings etc.

(IV) Work Group

- ❑ Employee is unable to adjust with his colleagues.
- ❑ Suffers from feelings of neglect.
- ❑ Victimization and becomes an object of ridicule and humiliation etc.



Causes:

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V) Miscellaneous

- ❑ Issues relating to certain violations in respect of promotions,
- ❑ Transfer
- ❑ Disciplinary rules
- ❑ Fines
- ❑ Granting leaves
- ❑ Over stay after the expiry of leaves
- ❑ Medical facilities
- ❑ Favoritism



Effects of Grievance

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- On production

(low productivity, quality, quantity, wastage, increased cost)

- On the employee

(absenteeism, reduced commitment, morale)

- On the managers

(Strained superior-subordinate relations, indiscipline cases)



Types of grievances

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1. Individual (benefit, salary, career devt.)
2. Organizational (work environment, policy, performance mgmt.)
3. Behavioral (perception, attitude)
4. External (market forces etc.)



Grievance in Different Level

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- Stage –I At Supervisory level

- Stage –II At HOD level

- Stage –III At Management level



Other level of Grievances

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- ❑ Inter- section(both individual and departmental) e.g. Admin vs. Account
- ❑ Inter – departmental
- ❑ Group level
- ❑ Political level
- ❑ Regional level
- ❑ Class level
- ❑ Cultural level(race , caste etc.)



How to Prevent a Grievance

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- ❑ Identify potential causes
- ❑ Correct problems promptly
- ❑ Encourage corrective suggestions
- ❑ Establish and reaffirm policies and work rules
- ❑ Communicate and give advance notice of changes
- ❑ Keep employees informed of their progress
- ❑ Be objective
- ❑ Learn to listen
- ❑ Be consistent



If you Receive an Employee Grievance

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First and foremost...

- ❑ Don't panic!
- ❑ Hold your temper!
- ❑ Take charge!
- ❑ Consider the possibility of early settlement...



Benefits of Early Settlement

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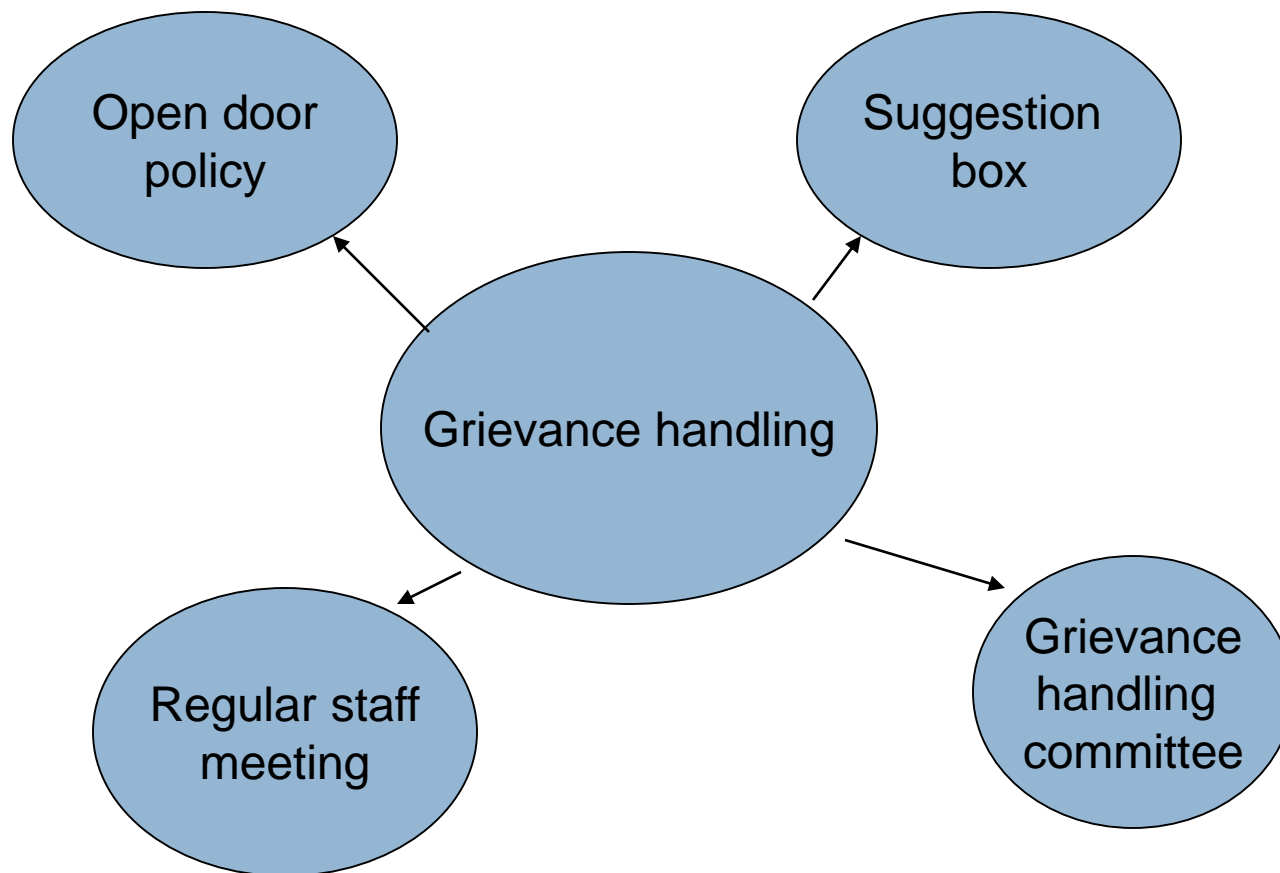
At any point during the grievance process, the parties can agree to an early settlement. The benefits include:

- ❑ Quick resolution
- ❑ Employee frustration avoided
- ❑ Supervisor/Staff/union credibility
- ❑ Respect of employees gained
- ❑ Prolonged conflict avoided
- ❑ “Local” control maintained



Techniques of handling Grievances

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Role of Managers to resolve grievances

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- To maintain a culture of high performance.
- Must be educated about the importance of the grievance process and their roles (not getting panic)
- Effective grievance handling is an essential part of cultivating good employee relations and running a fair, successful, and productive workplace.
- Relationship building is key to successful



LESSON process

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- L Listen
- E Establish the fact
- S Summarise
- S Specify the solution
- O Obtain agreement
- N Note everything



Process of Grievance Handling

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- Always ensure that the managers involved in the grievance handling procedures have a quiet place to meet with the complainant.
- Always ensure that managers have adequate time to be devoted to the complainant.
- Explain manager's role, the policy and the procedures clearly in the grievance handling procedure.



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- Fully explain the situation to the employee to eliminate any misunderstanding
- Try to let employee present their issues without prejudging or commenting in a positive, friendly ways to resolve the crisis
- Do remain calm, cool during the course of the meeting.
- Focus on the subject of the grievance than allied issues.



Contd...

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- Don't make threats to manage the grievances.
- Never make use of allegations against personalities.
- Be aware of the staff member's potential concerns to the possible repercussions of raising a grievance.



Other qualities of managers

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- ❑ Don't become angry or hostile
- ❑ Listen for the main point and respond sensitively to any distress exhibited by the employees.
- ❑ Eliminating the source of the irritation or discomfort being complained of.
- ❑ Impartiality
- ❑ Don't swap one grievance for another
- ❑ Avoid usage of verbosisms like "it will be taken care of."
- ❑ Confidential communication



Contd.

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- Try the level best to involve team members to resolve the crisis at unit level itself.
- Avoid as far as possible the union involvement in conflict resolution situation process.
- Follow documentation the procedures, of all necessary steps taken to resolve the problem/complaint.



Grievance handling practices in Nepal

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- ❑ Formal & institutionalized mechanism does not exist
- ❑ Ministry wise some kind of practices/efforts can be seen, not noticeable
- ❑ Appointment of nodal officer/arrangement of public hearing, mobile team & PR office
- ❑ Labor Act 2048



Take away

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- Do not let a small dissatisfaction turn into a major grievance.
- There are many types of grievances, if faced with one , handle with great dedication backed up by legal provisions .
- Adopt a team based approach.



Queries

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□ Thank you