

**Name:** – Dr. KUMUD

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## GRIEVANCE PROCEDURE

In an organisation, employees facing problems must be listened carefully and provided with prompt responses. For this an effective grievance procedure must be followed by the institution. Grievance procedure helps employees to raise their concerns, if any, about their job with the management. The concerns may be related to their working conditions, wages, leaves, promotions etc. There is a specific procedure adopted by every institution. This procedure is made well known to all the employees and they raise their grievances according to that procedure only. Employees can use the procedure freely without any fear. When an employee raises a workplace grievance, you must take them seriously. Whether or not your employee's grievance is valid, it could be having a negative effect on them. Their morale might have dropped. And because of this, their productivity levels might drop. And before long, your staff retention numbers fall as disgruntled staff leave the business.

An employee grievance is a concern, problem, or complaint that an employee has about their work, the workplace, or someone they work with—this includes management. Something has made them feel dissatisfied, and they believe it is unfair and/or unjust on them. For a unionized workplace, this usually comes up in the context of an employee complaint that the terms of the collective bargaining agreement are not being met. In the context of a nonunionized workplace, a grievance could mean any complaint about noncompliance with work policies or related regulations.

A grievance is a formal employee complaint. Usually this comes about when an employee feels he or she has been negatively affected by the employer not holding up the terms (or misapplying the terms) of the employment agreement. A grievance could come from an individual or a group, and it could relate to a specific contract term or it could be related to violations of the collective bargaining agreement or other employer policies.

### **What is a Grievance Procedure?**

When a grievance is brought to the attention of an employer, usually the employer has a formal means of addressing the employee's concern and trying to reach a resolution. This formal means is usually referred to as the grievance procedure.

The collective bargaining agreement in place for unionized workplaces usually has a designation of how grievances will be handled, such as the use of arbitration or mediation. Some non union workplaces also have formal procedures to handle employee complaints and grievances.

The grievance procedure in place may be unique to the organisation, but often there will be a series of steps that are followed to try to get resolution. For example, many grievance procedures begin by outlining where the employee's grievance must be initiated, such as with the employee's direct supervisor, who then must work with the union rep to determine whether the grievance is valid (i.e., they determine whether the collective bargaining

agreement terms are being violated or misapplied). This is, of course, just an example, but it is often how grievance procedures begin; it could differ in your workplace.

In our example, after the supervisor and the union rep meet and agree that the grievance is valid, they can take steps to resolve it. If the employee remains unhappy after this, it may have to be escalated. Again, collective bargaining agreements usually have specific steps laid out that detail the exact procedure to be followed when a grievance is filed—and even non union workplaces often have formal systems to handle and resolve employee complaints. Be sure to check your organisation's collective bargaining agreement, employee handbook, and other policies to see what your organization has laid out.

Overall, having a formal grievance filing and resolution procedure can be beneficial for both parties. It gives employees a way to air complaints and seek appropriate resolutions without resorting to lawsuits. It gives employers the opportunity to resolve problems before those problems take the form of litigation. (Of course, litigation is not always avoided in serious cases that are not adequately resolved!)

What has been your experience with formal employee grievance procedures? Does your organization have a formal procedure in place? What are the steps? Have you found it helps to resolve problems before they escalate?

**Need for Grievance Handling Procedure:**

1. Grievance procedure helps an organization to identify and the grievance, its nature and its causes.
2. It provides an organization with an established and well known method of processing grievances.
3. The procedure helps employees to show their feelings to the management. The problems which can't be solved by the first line managers can be easily resolved by it.
4. It helps the management to detect faults in working conditions and take corrective measures for their settlement.
5. It helps in increasing employees' morale and his productivity.
6. It helps in keeping a check on the employers if being biased against the workers, as their actions can be challenged by the employees.
7. It helps the management to know the feelings and opinions of their employees about the rules and regulation of the organization.
8. It provides uniformity in the grievance handling.
9. It helps in solving conflicts and disputes within an organization and thus strengthening good industrial relations.

**Steps followed in Grievance Handling Procedure:** To handle grievance in a systematic manner certain basic steps are followed as:-

## **Steps in Grievance Handling Procedure**

### **1 Prompt Actions**

### **2 Identification of the Problem**

### **3 Defining Correctly**

### **4 Collection of Facts**

### **5 Analyzing and solving the cause of Grievance**

### **6 Implementation and Follow up**

**1. Prompt Actions:** The sooner the problems are solved, lesser the impact they have. So it's necessary to settle down the problem as soon as it arose. The first line manager must be trained to recognize and solve such problems promptly and properly.

**2. Identification of the Problem:** The supervisor has to identify the problem first, as every time the grievance expressed must not be legitimate, it's possible that the grievance expressed by the employees may be imaginary, emotional or vague.

**3. Defining Correctly:** The problem once identified must be defined properly and accurately by the management.

**4. Collection of Facts:** Collection of relevant facts and data from all parties related to grievance is done under this step. The information thus collected is classified as facts, opinions and feelings to avoid distortion of the data.

**5. Analysing and solving the cause of Grievance:** After collection of facts, the facts are analysed, to find out the real cause of grievance. Once the cause is identified, the alternative solutions to the problem are developed and the best one is selected, to settle the grievance and prevent its reoccurrence.

**6. Implementation and Follow up:** The decision so selected is communicated to the employees and implemented immediately by the effective and efficient authority. After implementation the follow up

must be done at every stage, to ensure effective and quick implementation.

### **Model Grievance Procedure**

Stage V: Reference with 7 Days of Committee's decision

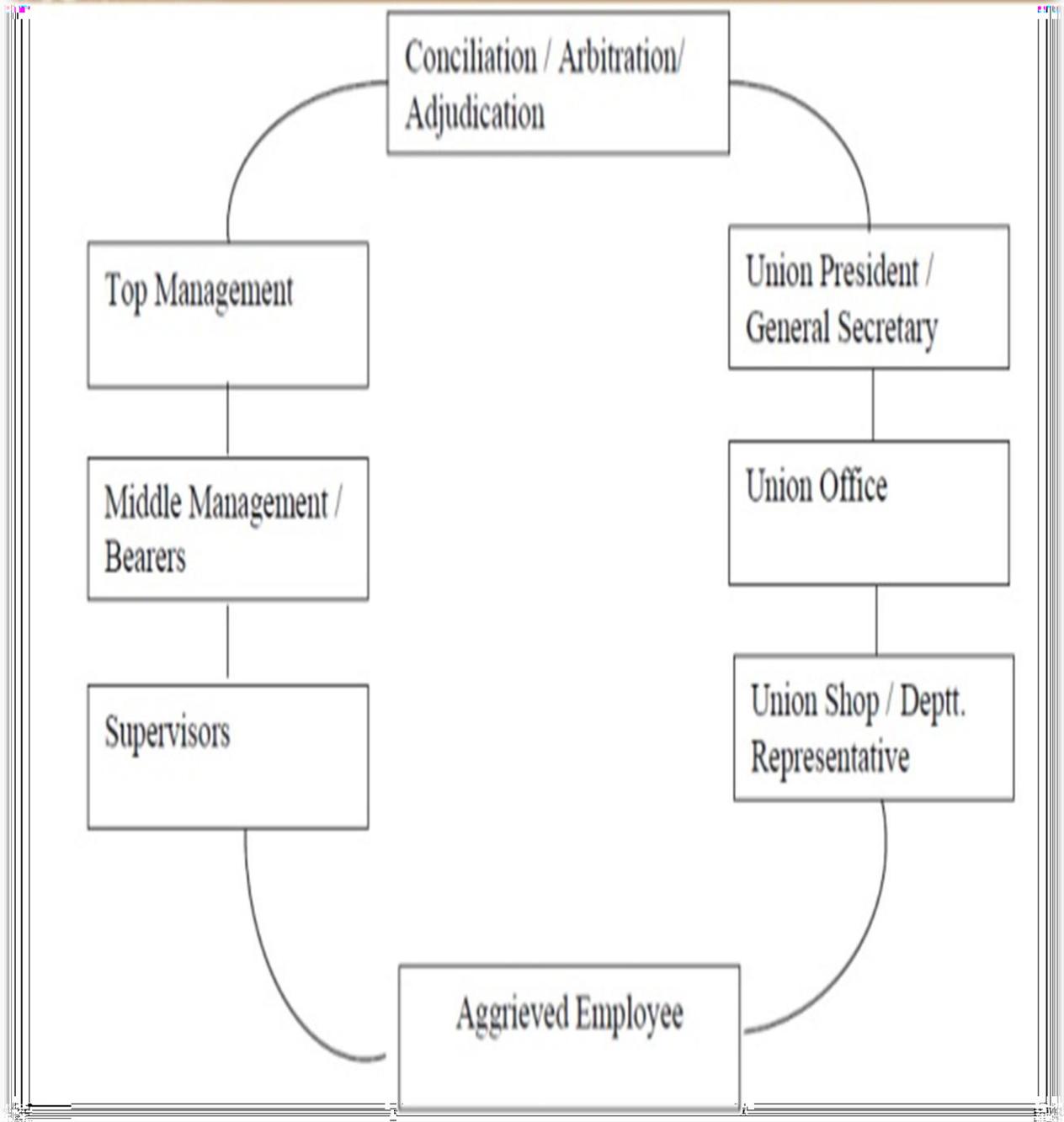
Stage IV: Appeal to Management for Revision Communication of decision within 3 days

Stage III: Recommendations within 7 days

Stage II: Decision within 3 days

Stage I: Answer to be given within 48 hour Conveys Verbally, Voluntary Arbitration, Committee of Union, Management Representatives, Manager, Grievance Committee, Departmental, Representatives, Head of the Department, Supervisor Departmental, Representatives, Foreman, Aggrieved Employee.

# Grievance Procedure



GRIEVANCE

SETTLEMENT

MACHINERY

