

Grievance Redressal Policy

1. Grievances are but natural in organizations. However like disciplinary problems, grievances also benefit none. There is a need for handling or redressing grievances at the earliest. As a matter of fact, there are several substantive reasons for having a formal grievance procedure in an organization as:

2. Purpose:

The purpose of the grievance procedure includes, but is not limited to:-

- a. Providing employees with a procedure by which their complaints can be considered properly, fairly and without reprisal;
- b. Encouraging employees to express themselves about the conditions of work that affect employees;
- c. Increasing employee's confidence that personnel actions taken in accordance with established, fair and uniform policies and procedures;
- d. Creating a work environment free of continuing conflicts, disagreements;
 - a. It provides an established and known method of processing grievances.
 - b. It brings grievance to the knowledge of Management which helps to understand and take necessary action for their settlement
 - c. Venting the grievance gives employee a feeling of cared for. This also helps to improve morale and productivity.
 - d. Involving immediate higher ups and seniors in the grievance procedure helps in two dimensions. Firstly, the supervisor who is the first level in the grievance process cannot be by-passed by the worker. Secondly, involvement of upward hierarchical levels in the grievance mechanism releases exclusive reliance on the supervisor. The supervisor knows his placatory role.

The procedure the management applies to deal with the employees grievances including the contractual employees can be stated as follows:

3. *Timely Action:*

The first and foremost requisite in grievance handling is to settle them as early as possible when they arise. Or say, grievances need to be nipped in the bud. Sooner the grievance is settled, lesser will be its effects on employees' performance. This requires the first line supervisors to be trained in recognizing and handling a grievance properly and promptly.

4. *Accepting the Grievance:*

The supervisor should try to recognize and accept the employee grievance as and when it is expressed. It must be noted that acceptance does not necessarily mean agreeing with the grievance, it simply shows the willingness of the supervisor to look into the complaint objectively and dispassionately to deal with the grievance. Evidences suggest that more the supervisor shows his or her concern for the employees, lesser is the number of grievances raised by the employees.

5. *Identifying the Problem:*

The grievance expressed by the employee maybe at times simply emotionally, over-toned, imaginary or vague. The supervisor, therefore, needs to identify or diagnose the problem stated by the employees.

6. *Collecting the Facts:*

Once the problem is identified, the supervisor should, collect all the relevant facts and proofs relating to the grievance. The facts so collected need to be separated from the opinions and feelings to avoid distortions of the facts. It is useful to maintain the records for future uses as and when these are required.

7. *Analyzing the cause of the Grievance:*

Having collected all the facts and figures relating to the grievance, the next step is to establish and analyse the cause that led to grievance. The analysis of the cause will involve studying various aspects of the grievance such as the employees past history, frequency of the occurrence, management practices, etc.. Identification of the cause of the grievance helps the management take corrective measures to settle the grievance and also to prevent its recurrence.

8. *Taking Decision:*

In order to take the best decision to handle the grievance, alternative courses of actions are worked out. These are to be evaluated as consequences on the aggrieved employee, and the management. Finally, a decision is taken which is best suited to the given situation. Such decision should serve as a precedent both within the department and the organization.

9. *Implementing the Decision:*

The decision, whatsoever taken, must be immediately communicated to the employee and also implemented. McGregor's "Hot- stove Rule" should be strictly followed while implementing the decision. The decision, thus, implemented should also be reviewed to know whether the grievance has been satisfactorily resolved or not.

In case, it is not resolved, the supervisor once again needs to go back to the whole procedure step by step to find out an appropriate decision or solution to resolve the grievance.

10. SOP

- a. The workers and employees (including the contractual workers) are made aware about the grievance mechanism at the time of their joining Company during the induction/orientation process. The Grievance mechanism procedure is readily available with the respective Departmental Managers, displayed conspicuously at various Notice Boards and also available with the HR Manager.
- b. Grievance Mechanism will be translated in local language and will be displayed on all Notice Boards for awareness of workers.
- c. The grievance whenever reported is promptly dealt with at the appropriate level. The entire process of grievance mechanism is transparent and its feedback is provided to the individual employee. It is ensured that the employee at no stage is victimized by virtue of raising grievance.
- d. The anonymous complaints, if any found in the suggestion/complaint boxes are also raised at appropriate level, discussed and if a substance is found, the same be addressed and its feedback is given through communication on Notice Boards
- e. The grievance mechanism is an independent system and it does not debar an employee from raising his concern to any other available platform by virtue of law or otherwise.
- f. The employee having any grievance shall fill up the form as per enclosed format & shall have right to present his case for investigation and consideration within three days of the cause having arisen.

- g. The form shall either be put up to his Reporting Officer or dropped in the Complaint/Suggestion Box placed at various locations in the plant, as annexed.
- h. On receiving grievance, Reporting Officer should analyze it and try to resolve it having a dialogue with employee concerned.
- i. In case it is resolved it should be recorded and closed.
- j. If the grievance is beyond the preview of the Reporting Officer, he should escalate to Personnel and Administration Department who will endeavour to settle within ten working days of the receipt of report.
- k. In case the Grievance remains unsettled, Personnel & Administration Department will forward the case to Grievance Committee as constituted by Head of the Unit for the settlement.
- l. The Grievance Committee shall endeavour to redress and settle the Grievance within Seven working days on receipt from the Personnel & Administration Department. Failing which an appeal to the Unit Head may be submitted within three days.
- m. After redressal of the Grievance a closure report on the form should be made and a copy should be sent to HR Department for reference & record.
- n. A Copy of the decision shall also be made available to the workman.