

SUBJECT: Educational Management & Administration-Elementary. (SC4)
Human Resource Management
Dept of Education
Dr Jessie George

Topic: Grievance Management

Grievance Management

Grievance may be real or an imaginary feeling of dissatisfaction or an experience of injustice about a job or the management policies, some procedures or allotments of work. This is expressed by the employee or worker.

Grievance results from any type of dissatisfaction or discontentment's related to an employee's job such as some injustice or unfair happening on account of (i) management policies, (ii) working conditions, and (iii) personal factors

Why does a worker grieve

What happens when Grievances take the form of collective disputes at work which are not resolved.



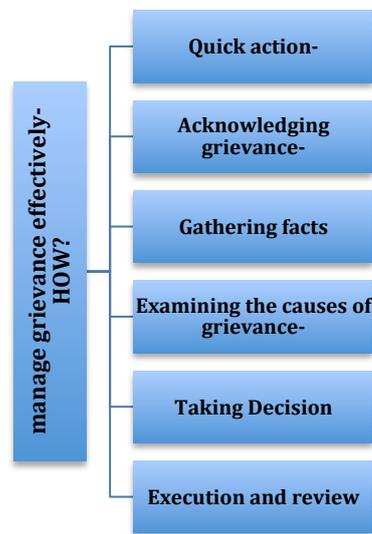
This lowers the morale and efficiency of the employees.

Grievance may result from the following factors-

- a. Improper working conditions
 - such as strict production standards,
 - unsafe workplace,
 - bad relation with managers, etc.
- b. Irrational management policies
 - such as overtime,
 - transfers,
 - demotions,
 - inappropriate salary structure, etc.
- c. Violation of organizational rules and practices

Therefore all grievances must be reported to the management/organization. The causes must be sorted so that employees are committed to work loyally.

The Manager must address this grievance effectively



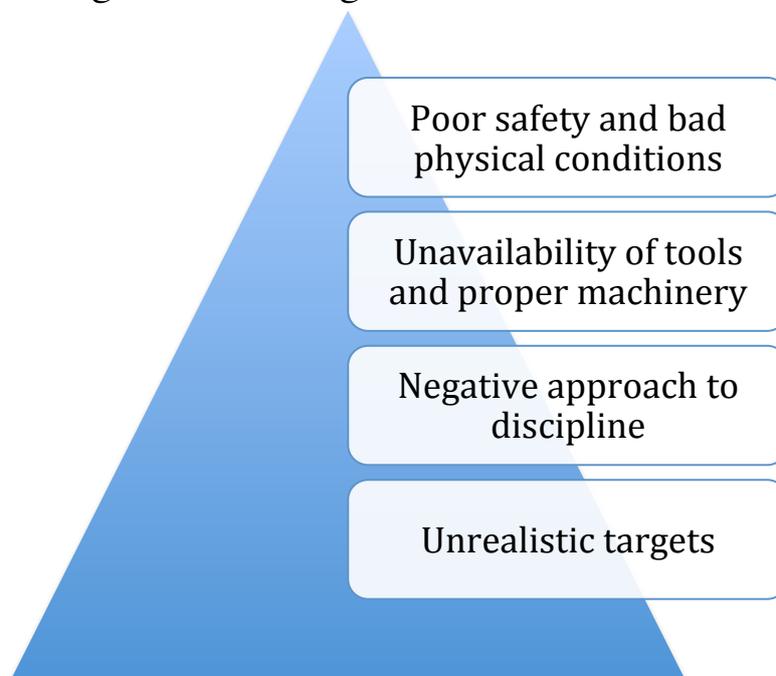
1. **Quick action-** whenever there is a grievance it must be attended to and resolved. Timely action does not affect performance or the atmosphere
2. **Acknowledging grievance-** a conducive work environment prevails if the grievance of the employee is acknowledged and an assurance of looking into the matter is given
3. **Gathering facts-** an enquiry to gather the facts leading to the grievance must be known so that these can be used in later stage for redressal
4. **Examining the causes of grievance-** The actual cause must be identified and remedial actions should be taken to prevent repetition of the grievance.
5. **Taking Decision-** After identifying the causes of grievance analyzing it and coming to a conclusion, a decision should be taken.
6. **Execution and review-** The manager should execute the decision quickly. A follow-up must be there to ensure that the grievance has been resolved and over

An effective grievance procedure ensures a mutual satisfaction of both the employees and the managers. The organisation is made to reflect on the policies and procedures acceptable to the employees.

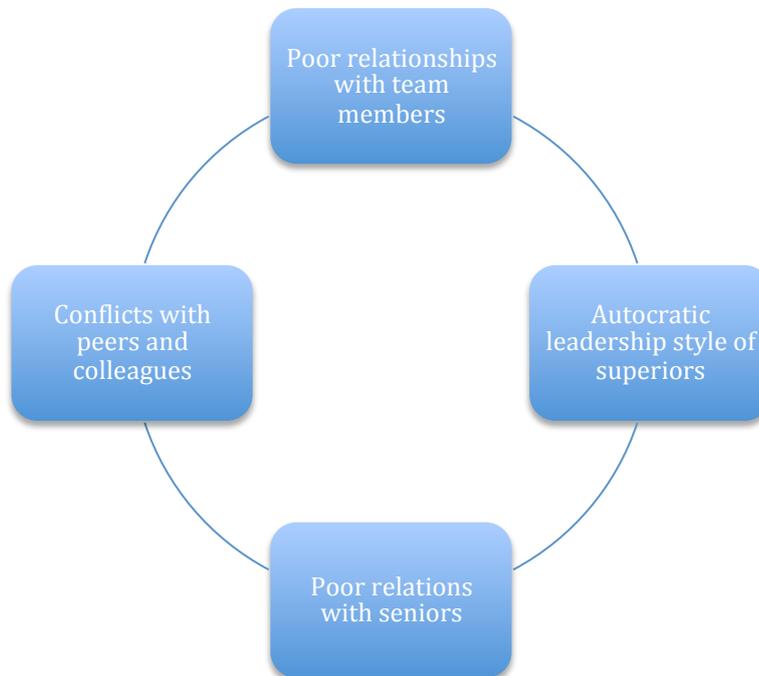
1. Grievance resulting from management policies include:



2. Grievance resulting from working conditions include:



3. Grievance resulting from inter-personal factors include



HANDLING GRIEVIANCES

Grievances are symptoms of conflicts in industry.

An organisation should have a grievance procedure as it is a valuable communication tool for the organization.

A formal communication between an employee and the management must be planned and designed for the settlement of a grievance. The grievance procedures differ from organization to organization. Meeting the top person in charge to get his grievances redressed, going through proper channel or voluntary arbitration where the award of arbitrator is binding on both the parties are some ways of tackling grievance and resolving it.

GRIEVANCE PROCEDURE IN INDIAN INDUSTRY

The 15th session of Indian Labor Conference held in 1957 emphasized the need of an established grievance procedure for the country which would be acceptable to unions as well as to management. In the 16th session of Indian Labor Conference, a model for grievance procedure was drawn up. This model helps in creation of grievance machinery.

According to it, workers' representatives are to be elected for a department or their union is to nominate them. Management has to specify the persons in each department who are to be approached first and the departmental heads who are supposed to be approached in the second step. The Model

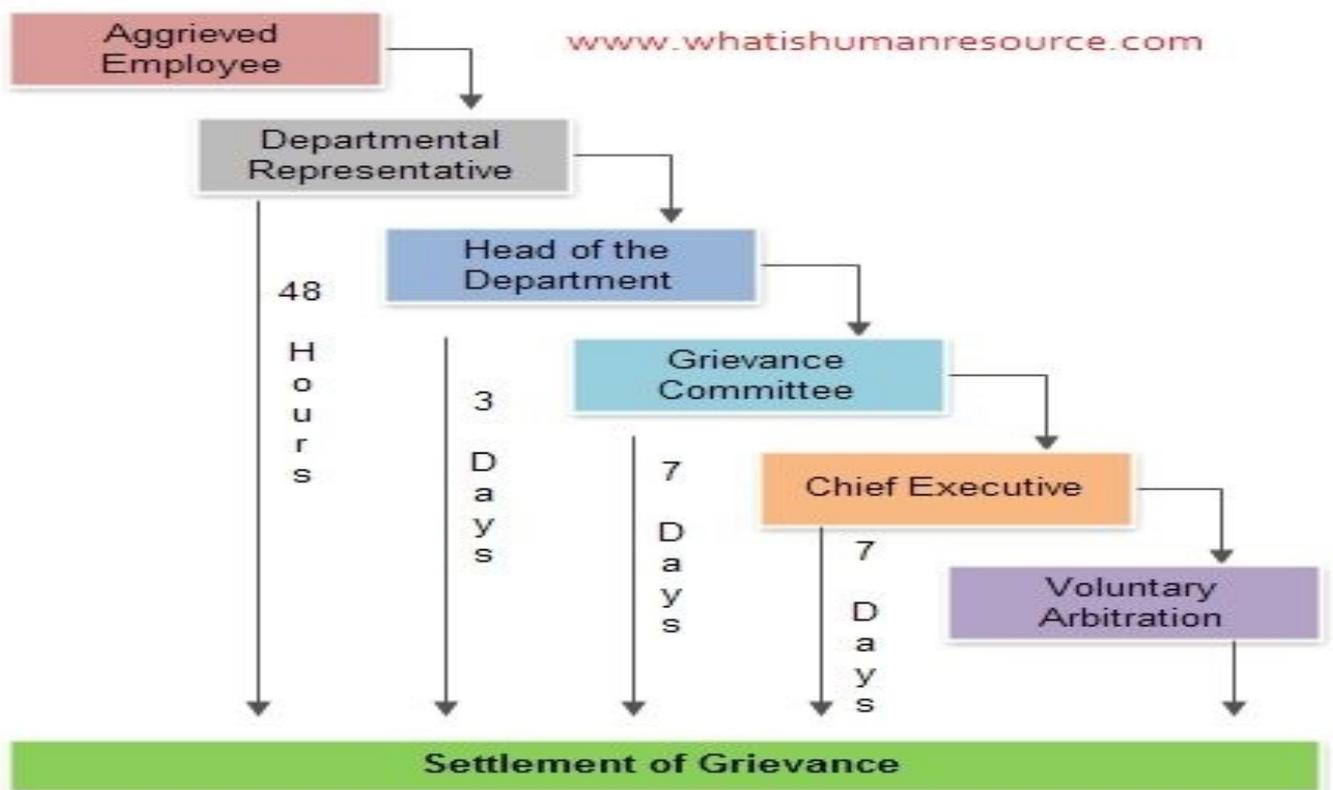
Grievance Procedure specifies the details of all the steps that are to be followed while redressing grievances. These steps are:

STEP 1: In the first step the grievance is to be submitted to departmental representative, who is a representative of management. He has to give his answer within 48 hours.

STEP 2: If the departmental representative fails to provide a solution, the aggrieved employee can take his grievance to head of the department, who has to give his decision within 3 days.

STEP 3: If the aggrieved employee is not satisfied with the decision of departmental head, he can take the grievance to Grievance Committee. The Grievance Committee makes its recommendations to the manager within 7 days in the form of a report. The final decision of the management on the report of Grievance Committee must be communicated to the aggrieved employee within three days of the receipt of report. An appeal for revision of final decision can be made by the worker if he is not satisfied with it. The management must communicate its decision to the worker within 7 days.

STEP 4: If the grievance still remains unsettled, the case may be referred to voluntary arbitration.



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(<http://www.whatishumanresource.com/grievance-procedure>)

“The grievance procedure used by different employers may vary slightly, but if it adheres to the ACAS Code guidance it is likely to be a five-step process.

Step 1 – Informal approach

Wherever possible an employer should make an initial attempt to resolve a grievance informally. This can include speaking to the employee who has made the complaint in order to understand how they would like the matter to be resolved.

The aim of the informal approach is to try to prevent the matter from escalating and to settle the problem early on.

It is important during this stage to listen and take account of what the employee has to say, to reassure them that the complaint is being taken seriously and that it will be addressed.

If an informal approach is not appropriate or it does not address the grievance then the employer will revert to the formal process.

Step 2 – A formal meeting with the employee

This will involve holding a grievance hearing with an employee. The employee has a statutory right to be accompanied at a grievance hearing by a trade union representative or work colleague (4).

The meeting is an opportunity for the employee to explain the grievance and provide details, information or evidence to support the complaint. The employer should aim to establish the facts such as who, what, where, when, why and how the issue came to being.

After the employee has fully explained their grievance it may sometimes be possible at this stage, depending on the nature of the complaint, to resolve it.

Step 3 – Grievance investigation

If there is a need to conduct a grievance investigation it will include speaking to witnesses and any individuals implicated in the matter. This will help to shed light on the grievance and to establish the facts of the case.

Step 4 - Grievance outcome

Once the investigation has concluded and all of the facts established and considered a decision will then be made about whether to uphold all or part of the grievance or if to reject it. The decision should be communicated to the employee.

If the grievance is upheld, it may be resolved at this stage. However, if it is part upheld or rejected or the employee remains aggrieved, the process may move on to the next stage.

Step 5 – Grievance appeal

The grievance outcome should notify the individual of their right to appeal. The appeal hearing chair should then establish why the employee is appealing the decision and what resolution the employee is seeking.

The case should be reviewed, the grounds for appeal investigated and fairly considered before an appeal outcome is reached. The appeal is usually the final stage of the grievance process.

(<https://castleassociates.org.uk/blog/five-step-grievance-handling-procedure>)

(Please refer to websites for more information. The references of the above topic are indicated in brackets)

WRITE NOTES ON 1.Causes and Types of Grievances. How to handle grievance in an organisation?

NEXT CLASS WILL BE ON

Management of School Discipline

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