**Grievance Procedure**

There are two procedures for redressing the

grievances of the employees:

1) Open door policy: Under this procedure the

employees are free to meet the top executive of

the organisation and get grievances redressed.

2) Step-ladder procedure: Under this procedure,

the aggrieved employee has to proceed step by

step in getting his grievance heard and

redressed.

Step 4: If the decision or suggestion of the

Grievance Committee is not accepted by the

grievant, he may approach the management

or the corporate executive.

Step 5: The final step is taken when the

grievance is referred to an arbitrator who is

acceptable to the employee as well as the

management.

They may agree beforehand that the arbitrator's

award will be final and binding on both the

parties.

**Handling of grievance**

It is important to keep some points in mind

while dealing with grievances of subordinates.

These are:

a A grievance may not be real

b) Grievances may arise out of not one cause,

but multifarious causes.

c)Every individual does not give expression to

his grievances.

Handling of grievance (contd.)

**A manager needs to follow some guidelines to deal effectively**

**with the grievances:**

1) The complainant should be given a patient hearing

2) Attempts should be made to get at the root of the

problem.

3) The management must show its anxiety to remove the

grievances of the workers

4) If the grievances are real and their causes are known,

attempts should be made to remove the causes.

5) If the grievances are imaginary or unfounded, attempts

**should be made to cOunsel the workers.**

5 Step Procedure

1 Steward or Aggrieved employee Foremaan

2 Business Agent IR Officer

3 Company Grievance Committee Plant Manager

4 Regional rep of union Corporate Management

5 Arbitration by an impartial 3" party

**Settlement of Grievance**

3 Step Procedure

1 Steward and Aggrieved employee Foreman

2 Shop Committee General Manager

3 Arbitration by an impartial 3" party

4 Step Procedure

1 Steward and Aggrieved employee Foreman

2 Shop Committee Personnel Manager

3 Local union officers President

4 Arbitration by an impartial 3d party

**Grievance Redressal Machinery**

A grievance procedure is a formal process which is

preliminary to an arbitration, which enables the parties

involved to attempt to resolve their differences in a

peaceful, orderly and expeditious manner,

It enables the company and the trade union to investigate

and discuss the problem at issue without in any way

interrupting the peaceful and orderly conduct of business.

When the grievance redressal machinery works effectively,

it satisfactorily resolves most of the disputes between

labour and management.

Step 2: The second step begins when the grievance is not

settled by the supervisor. In this case, it is sent to a higher

level manager with a note in which are mentioned the

time, place and nature of the action to which the employee

objects. The higher level manager goes into the grievance

and gives his decision on the matter.

Step 3: This means that the grievance is to be submitted to

the Grievance Committee since the decisions of the

supervisor and of the higher level manager have not solved

the problem. This committee, which is composed of some

fellow-employees, the shop steward or a

combination of union and management representatives,

considers the record and may suggest a possible solution.

It may call upon the grievant to accept the employer's

proposed settlement.