



Grievance Procedure

WHAT IS A GRIEVANCE?

“Any dissatisfaction or feeling of injustice which is brought to the attention of management, but shall exclude dissatisfactions arising out of decisions in disciplinary actions.”

This procedure is drawn up to ensure official channels for consultation and is to be used where matters have developed into a grievance in order to:

1. Prevent individual or collective grievances from escalating into major disputes;
2. Provide employees with defined channels to air grievances;
3. Deal with grievance as quickly and as fairly as possible;
4. Eradicate the causes of genuine grievances.

STAGES OF THE PROCEDURE

Stage 1 - Immediate Supervisor / Manager

- The employee must lodge the grievance initially with his immediate supervisor or manager.
- The grievance must be lodged on the prescribed grievance form.
- The immediate supervisor or manager will endeavour to resolve the grievance within two (2) working days of it being lodged.

Stage 2 - Appeal to the Managing Director of the Operating Company

- Should the immediate Supervisor / Manager fail to resolve the grievance, the employee may within two (2) working days, lodge the grievance with the Managing Executive of the operating Company.
- The Managing Executive will endeavour to resolve the grievance within five (5) working days of the grievance form being received.
- The Managing Executive may consult with any or all of the parties involved in the grievance.

Stage 3 - Reference to Support Office

- If the grievance is not resolved during stage two then it will be referred by the responsible official at stage two to the HR Representative within two (2) working days for final consideration.
- At this level this official will normally be a member of the Group Executive Committee or any member of management to who he/she may delegate the responsibility to.
- The said official will consider all aspects of the grievance and take whatever steps he/she feels necessary to reach a satisfactory conclusion.
- This will involve him/her reviewing the initial grievance form filed by the staff member (s) and the action taken at each stage.
- It may, amongst other things, also necessitate him/her having discussions with the parties concerned and contacting the relevant members of the union if they were involved.
- If within five (5) working days of the grievance being referred to Support Office, no satisfactory solution has been achieved, the matter should be referred to an external body as stipulated by the Labour Relations act, 1996.

GUIDELINES IN DEALING WITH GRIEVANCES

The following guidelines will assist you in dealing with grievances effectively:

- Listen patiently to his/her complaint / grievance and allow the employee to state his/her case to the fullest extent, thereby affording him/her the opportunity of having been listened to.



- Remember that the employee regards the complaint / grievance important although you might not share the same sentiment. Encourage him/her to tell you all about it.
- Endeavour to resolve the complaint/ grievance as soon as possible. Such action will result in the employee having confidence not only in the system but also in you as a manager.
- Complaints / grievances solved rapidly and effectively at an early stage have little chance of escalating into serious problems involving senior management, costing time and money.
- A complaint / grievance which cannot be aired could lead to distrust and poor labour relations. Do not act abruptly or appear to be disinterested when dealing with a complaint / grievance.
- It could mean having to deal with the problem at a later stage, perhaps on a higher level as the employee will not be satisfied with the action you take or your approach to the matter.
- Employees lodging complaints / grievances may be represented by a Shop Steward of his/her choice or any other employee.
- Representation in complaints should however not be encouraged as this would tend to formalise the matter and defeat the object of the informal and flexible procedure.
- Keep suitable records of all statements and actions taken.

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MANDALA CONSULTING
INTEGRATION FOR SUSTAINABILITY

DATE:

TO: FROM:

..... COMPANY:

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RE: Grievance

Details of the Grievance:

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Signature of employee

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Date



Acknowledgment of receipt:

Stage 1

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Manager

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Date

Stage 2

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Manager

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Date

Stage 3

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Manager

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Date