

THE
POWER



PACT

WAY

Of Adopting The
Tripartite Standard
On Grievance Handling



Produced By:



Tripartite Alliance for
Fair & Progressive Employment Practices

tafep.sg

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ABOUT THIS TOOLKIT

The Power PACT Way Of Adopting The Tripartite Standard on Grievance Handling (TS GH) aims to equip and provide employers with the know-how and resources to easily put in place the required practices to adopt the TS GH.

The practices employers need in order to adopt the TS GH are:

1. A grievance handling procedure has been put in place for employees to raise grievances and for the employer to conduct proper investigations and respond to the affected persons
2. The grievance handling procedure has been clearly communicated to all employees and documented
3. The grievance handling procedure states the appropriate authority to hear the appeal and a reasonable period of time for action to be taken
4. Discussions are documented and confidentiality of information is observed
5. Supervisors and appointed staff are trained to manage employee feedback and grievances, and work with the union if the company is unionised



GRIEVANCE HANDLING IMPLEMENTATION ROADMAP

Put in place a
GH Procedure



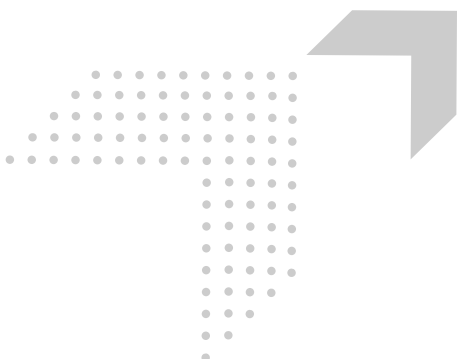
Administer proper
Documentation &
Processes




Communicate the
GH Procedure



Train Supervisors &
Appointed Staff



An image showing a white spiral-bound notebook with the words "EMPLOYEE HANDBOOK" printed on its cover. A pair of red-rimmed glasses is resting on the notebook. The background is a light-colored surface, possibly a desk, with a white mug partially visible in the top right corner.

PUT IN PLACE A GRIEVANCE HANDLING PROCEDURE

A. Define Grievance in Employee Handbook

The handbook* should have the following:

1. Definition of a grievance
2. Objective of a grievance process
3. Assurance that company takes all grievances seriously & maintains confidentiality
4. Assurance that no disciplinary action will be taken against employees who appeal to the superior of the immediate supervisor
5. For unionised companies, trade union representative will be involved

*In the absence of a handbook, the company may want to include this in other forms: circulars, memo, intranet, etc

A sample of the GH Policy can be found on Page 9.

B. Develop Grievance Handling Procedure

All grievance handling procedures should include the following features:

1. Identify the Grievance Handler roles and set different levels of appeal
2. First level of appeal is the immediate supervisor
3. Existence of a time lag
4. The option of moving to the next level if no decision is satisfactory to both parties

A sample of the GH Procedure and Template can be found on Page 10 and 11.



ADMINISTER PROPER DOCUMENTATION & PROCESSES

A. Create a Grievance Lodgement Form

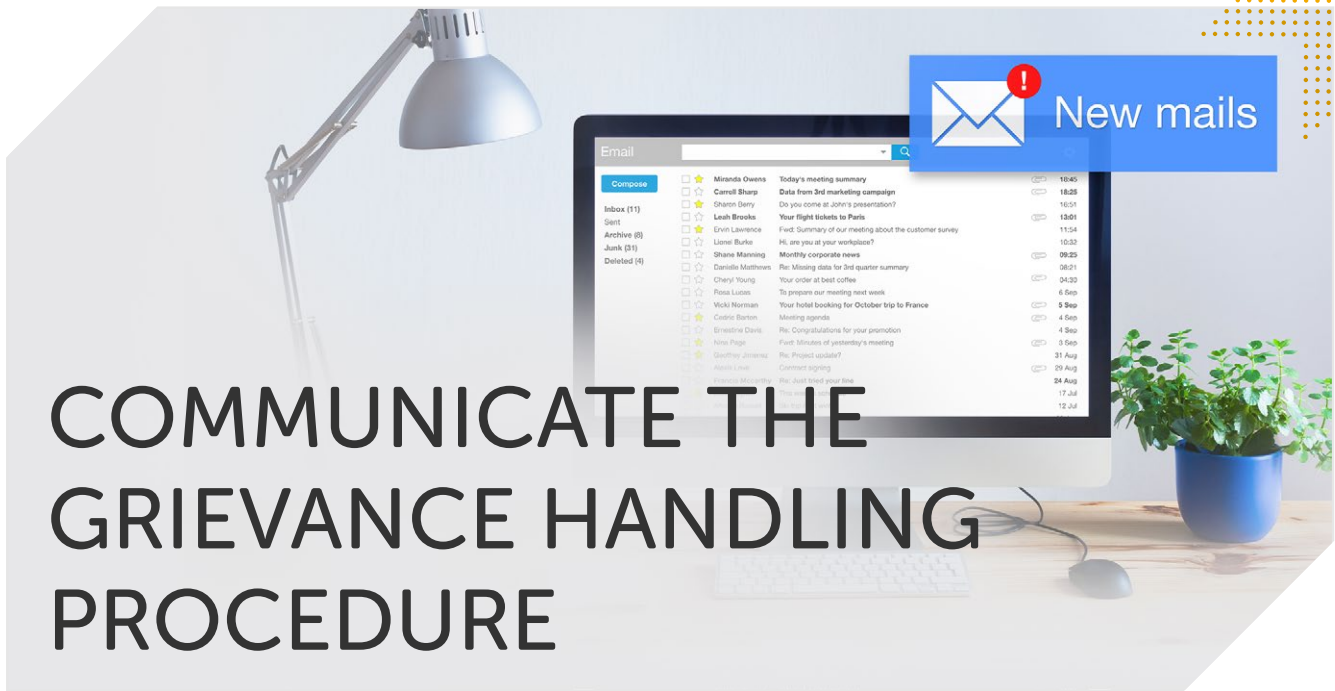
1. For effective administration, this form is intended for an employee's usage when lodging a grievance
2. Form to be uploaded on the company's intranet or an easily accessible location such as a common online storage system for e.g. like Cloud, SharePoint, etc.

A sample of the Grievance Lodgement Form can be found on Page 12.

B. Create a Grievance Report Template

The Grievance Handler should use this form to record the outcome and follow-up required after meeting the employee

A sample of the Grievance Report Template can be found on Page 13.



COMMUNICATE THE GRIEVANCE HANDLING PROCEDURE

What to communicate?

1

Importance of formalised Policy

2

Grievances & Complaints are taken seriously

3

Ways Grievance Process is Documented

4

Grievance Handling Process

How to communicate?

Department meetings



Staff meetings



Circulars

A sample of the Company Circular / Email can be found on Page 14.



Induction Programme





TRAIN SUPERVISORS & APPOINTED STAFF

Ways to train Grievance Handlers




- The training should cover:
- ✓ Common types and causes of grievances
 - ✓ Appropriate principles and procedures
 - ✓ Relevant skills and techniques
 - ✓ How to engage unions (if the organisation is unionised).

Useful Resources

Tripartite Standard on Grievance Handling Videos

Watch the videos on [TAFEP YouTube channel](#).



Fair Grievance Handling Workshop

Visit tafep.sg or email events@tafep.sg to find out more.

GRIEVANCE HANDLING POLICY (SAMPLE)



1. This policy defines the company's policy on the importance of handling grievances of employees in the workplace.
2. The company takes all grievances seriously and assures all employees that all grievances will be handled with strict confidentiality. All employees are encouraged to take up their grievances with the company, through the procedures as laid out.
3. All supervisors and above are expected to handle all grievances which are brought up by their staff. Staff may bring up their grievances to their supervisors or any other supervisors / management staff. Staff are assured that in cases where the grievance is brought up to other supervisors / management staff, or made against their supervisor, there will not be any repercussions on the staff for doing so.

Grievance Handling Policy

1. Definition of a Grievance

Workplace grievances refer to discontent or feelings of unfairness at work or workplace. It may be felt by an individual employee or a group of employees. Grievances may fall under five categories. These are:

- a. Company policies such as leave management and work practices.
- b. Wages such as salary, bonus and overtime pay.
- c. Working conditions such as hygiene, safety and health issues.
- d. Interpersonal relations such as conflict with co-workers or supervisors.
- e. Workplace harassment such as insulting language, cyber bullying or sexual harassment

2. Objective of a Grievance Process

The Company has put in place the following grievance handling procedure (Refer to sample grievance handling procedure) to manage workplace grievances and build an inclusive and harmonious workplace. Unresolved grievances affect the morale and motivation of employees and may have repercussions such as business disruptions. Hence the company takes all grievances seriously and will maintain confidentiality for all cases. Employees are to be assured that no disciplinary action will be taken against employees who appeal to the superior of the immediate supervisor. (For unionised companies) The trade union representative can be involved in the process to represent the aggrieved employee.

A soft copy of this policy can be downloaded from tafep.sg and customised for your organisation.

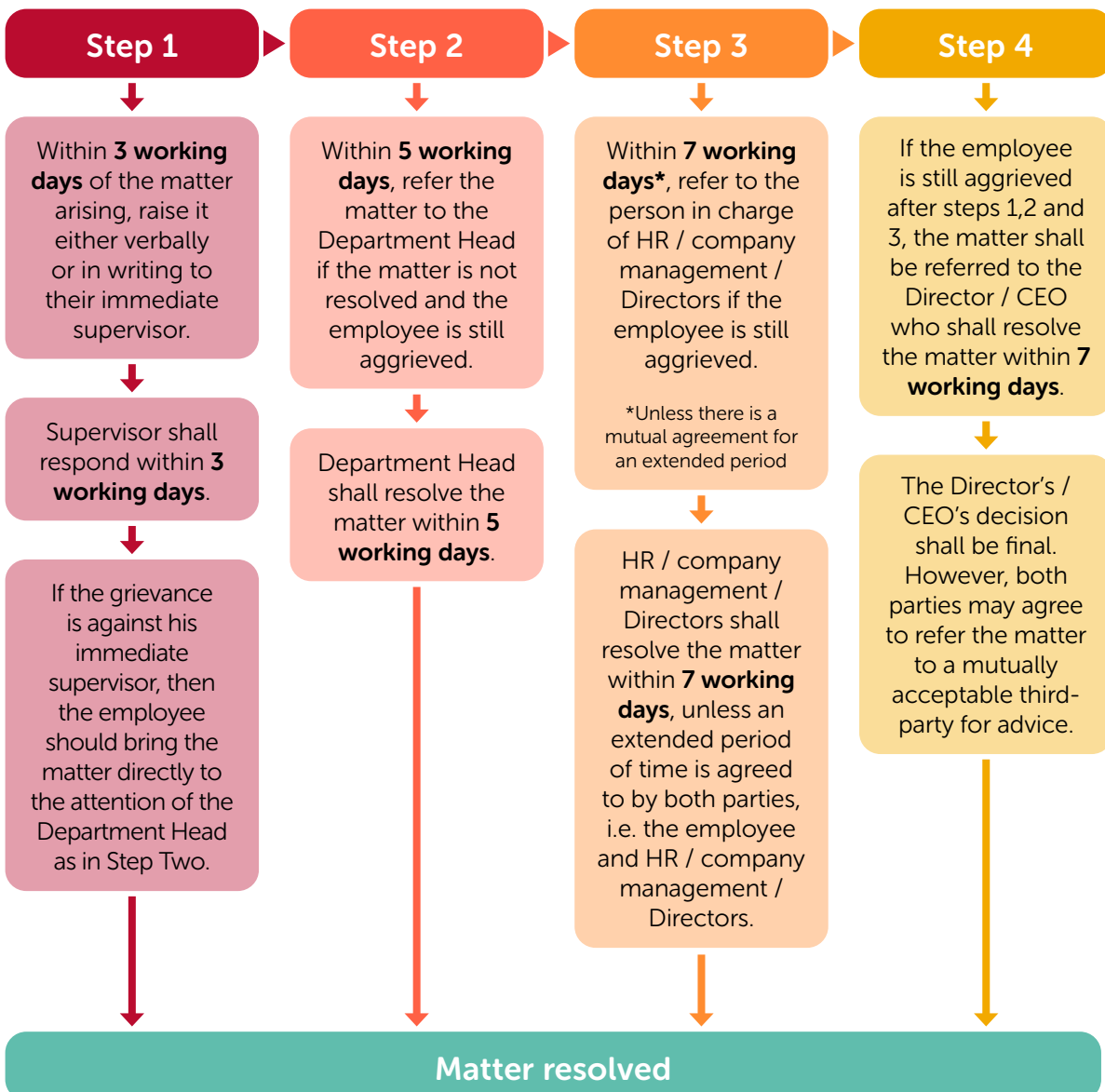
GRIEVANCE HANDLING PROCEDURE (SAMPLE)



General: All grievance information shall be considered confidential. Grievance materials and notes shall be maintained in a separate file from the employee's personal file.

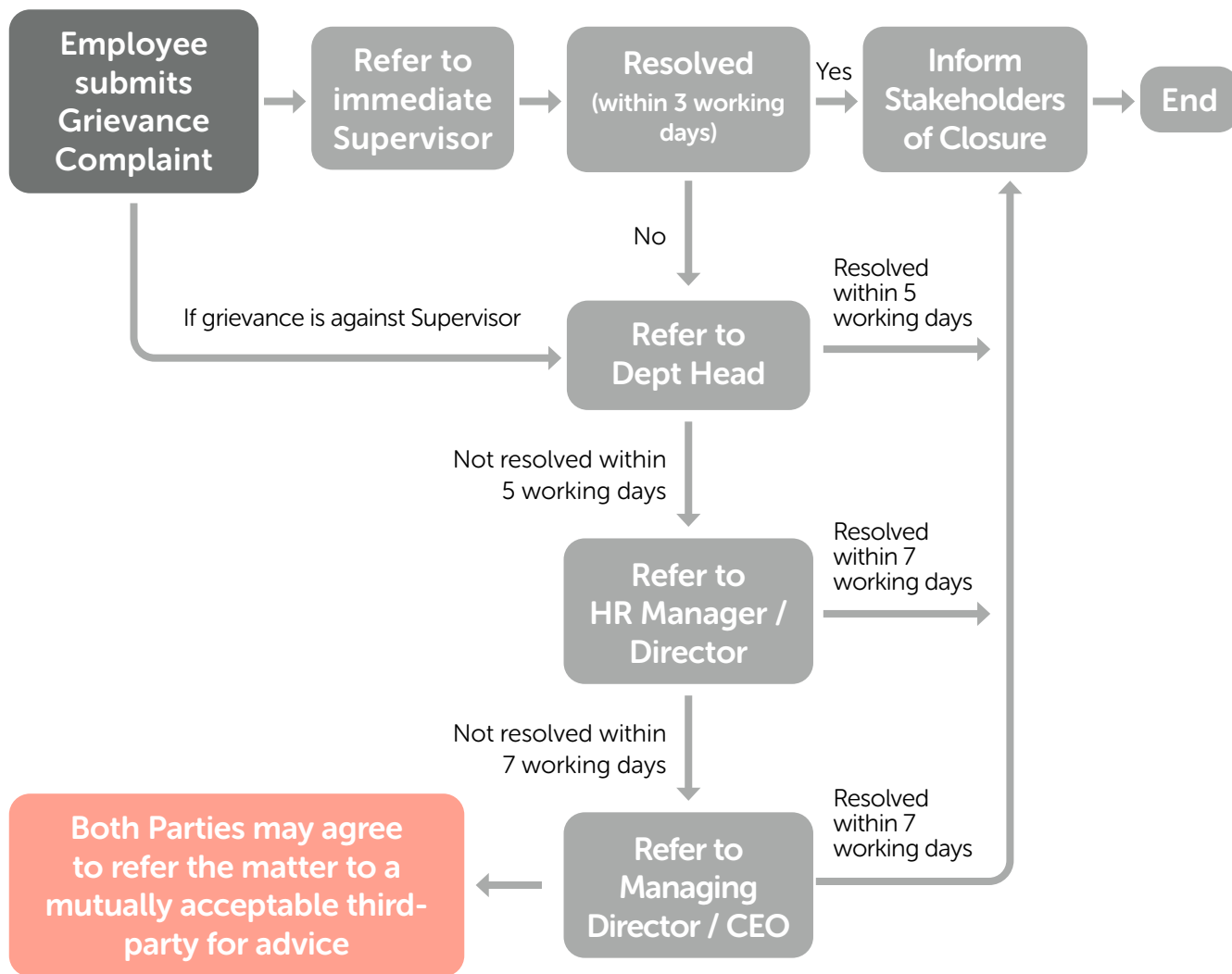
Grievances can be raised on-site in the office or remotely, and it is vital to ensure a fair and consistent process. Importantly, the process should provide employees a safe channel to raise their grievances without fear of negative repercussion, and facilitate the resolution of their grievance.

An employee who has a grievance can raise his / her grievance in the following steps:



A soft copy of this procedure can be downloaded from tafep.sg and customised for your organisation.

GRIEVANCE HANDLING PROCEDURE TEMPLATE (SAMPLE)



Stakeholders

- Employee(s) who raised the grievance
- Immediate Supervisor
- HR Manager / Senior Management
- Trade Union Representative (If Unionised)

A soft copy of this template can be downloaded from tafep.sg and customised for your organisation.

GRIEVANCE LODGEMENT FORM (SAMPLE)



Date : _____

To : _____ (Name of Grievance Handler) Dept : _____

From : _____ (Name of Employee) Dept : _____

Nature of Grievance / Complaint:

What (Subject):

When (Time/Date of Incident):

Where (Location of Incident):

Who: (People involved/Witness if any)

How: (Describe How it happened)

Immediate Supervisor to respond by (date): _____

Reason(s) for escalating this grievance* (tick where applicable):

**If grievance was not handled within the first level*

- Received no response within the time lag by _____ (Name)
- Grievance not addressed to my satisfaction by _____ (Name)
- Any other reasons (please specify):

GRIEVANCE REPORT (SAMPLE)



Date : _____

To : _____ (Name of Grievance Handler) Dept : _____

From : _____ (Name of Employee) Dept : _____

Date of Grievance Handling Meeting : _____

Name of Employee : _____ Dept : _____

Present at Meeting

(1) _____ (Name)	Dept : _____
(2) _____ (Name)	Dept : _____
(3) _____ (Name)	Dept : _____
(4) _____ (Name)	Dept : _____

Nature of Grievance¹:

Grievance resolved at meeting? Please circle: Yes / No

If yes, state nature of settlement:

If no, state employee's prioritised options:

(1) _____
(2) _____
(3) _____

Grievance Handler's recommendation, if any (e.g. escalation² to the next level):

1. Refer to the Grievance Lodgement Form for full details on Grievance
2. Update the Grievance Lodgement Form if there is an escalation

COMPANY CIRCULAR (SAMPLE)



Company Name

Circular

Dear Employees,

This is to inform you about the company's Grievance Handling Policy.

2 The company takes all grievances seriously and assures all employees that all grievances will be handled with strict confidentiality. All employees are encouraged to take up their grievances with the company, through the procedures as laid out.

3 All supervisors and above are expected to handle all grievances which are brought up by their staff. Staff may bring up their grievances to their supervisors or any other supervisors / management staff. Staff are assured that in cases where the grievance is brought up to other supervisors / management staff, or made against their supervisor, there will not be any repercussions on the staff for doing so.

4 The grievance handling procedure can be found in our company's intranet under "Employees' Matters" section. Our Human Resource Personnel will also avail themselves should you need any clarifications on the processes.

5 You matter to us and we are here for you. Thank you.

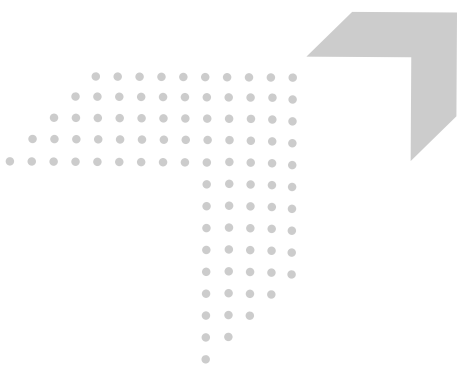
Management of ABC Company

COMPANY'S ADDRESS



You are now
ready to adopt
the **Tripartite
Standard on
Grievance
Handling!**

If you have more queries,
contact us at ts@tafep.sg.



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