

HOPE'87 STAFF GRIEVANCE POLICY and PROCEDURE

There are times when it is necessary to deal with staff grievance. Written procedures render this task easier. If serious problems arise, the Procedures are intended to facilitate the staff member and the supervisors to find solutions quick and for the satisfaction of all parties involved. Procedures also ensure a fair and objective dealing with a grievance.

These procedures are intended to be made available to personnel in order to ensure that all staff members know their right to address their supervisors in case of a grievance and also to avoid staff fluctuation due to personnel not feeling being taken serious.

These procedures also help to track any grievance, to show the steps taken and to provide evidence in case of further actions taken.

Each employee has to be informed at the time of recruitment about the name of the person to whom they should communicate their grievance in writing.

- Produce a simple format for employees to be used as a written complaint form.
- Give the name or job title of the person the employees should contact in the case of a grievance. Tell the employees that they have the right to address the next higher management level if their immediate supervisor(s) is (are) subject of the complaint or if their complaint is not taken seriously. If a CR is subject of a complaint or in case of litigation at Headquarter level, the complainant can address the HOPE'87 General Secretary. If the HOPE'87 General Secretary is subject of a complaint, the complainant can address the Secretary of the Board.
- Tell the staff member that each written complaint will be dealt with confidentially as far as possible and within 10 working days
- Assure staff members that they will not be victimised as a result of their complaint
- Encourage employees to handle grievances informally, but assure them to handle their complaints in a formal way if they so desire.
- Tell employees they must present a written grievance to their immediate supervisor as the first step of a formal complaint.
- Arrange a face-to-face meeting- if possible- to discuss the complaint; allow the employee at least three working days' notice to prepare his/her case and tell them about their right to be accompanied by a person of their own choice. In such a meeting make sure that a second person of management is present to prepare the minutes of the meeting. In case of a complaint by female staff member, make sure that either a female person of staff management is present or assists additionally.
- In any case, if a female staff member lodges a complaint make sure that you nominate immediate a female person of management to take up contact with the complainer and to assist her throughout the procedure.
- Ensure you respond to any grievance in writing.
- Stress the importance of addressing grievances and try to analyse the root cause of apparently trivial grievances.
- Decide whether you want to involve a mediator for grievances which cannot be handled internally.
- Inform HOPE'87 HQ in case of any written complaint lodged by a staff member.

- HOPE'87 also accepts collective grievances, e.g. through a recognised trade union.
- If grievances arise in connection with a disciplinary issue, deal with them as part of the disciplinary appeal; otherwise keep disciplining separate.
- Train supervising staff to discuss grievances openly, calmly and fairly, and to make considered decisions.
- Tell the employee that he/she has the right to appeal; any appeal has to be heard by a higher management level not having been involved in the initial hearing. The ultimate and last appeal can be made to the Secretary General of HOPE'87.
- Keep simple, confidential records and send them to HOPE'87 HQ.