

**TOWN OF FREMONT**  
**GRIEVANCE POLICY**

**The procedure to deal with employees grievances can be stated as follows in writing:**

**1. Timely Action:**

The first and foremost requisite in grievance handling is to settle them immediately as and when they arise. Or say, grievances need to be nipped in the bud. Sooner the grievance is settled, lesser will be its effects on employees' performance. This requires the first line supervisors be trained in recognizing and handling a grievance properly and promptly.

**2. Accepting the Grievance:**

The supervisor should try to recognize and accept the employee grievance as and when it is expressed. It must be noted that acceptance does not necessarily mean agreeing with the grievance, it simply shows the willingness of the supervisor to look into the complaint objectively and dispassionately to deal with the grievance. Evidences suggest that more the supervisor shows his or her concern for the employees, lesser is the number of grievances raised by the employees.

**3. Identifying the Problem:**

The grievance expressed by the employee maybe at times simply emotionally, over-toned, imaginary or vague. The supervisor, therefore, needs to identify or diagnose the problem stated by the employee.

#### **4. Collecting the Facts:**

Once the problem is identified as a real problem, the supervisor should, then, collect all the relevant facts and proofs relating to the grievance. The facts so collected need to be separated from the opinions and feelings to avoid distortions of the facts. It is useful to maintain the facts for future uses as and when these are required.

#### **5. Analyzing the cause of the Grievance:**

Having collected all the facts and figures relating to the grievance, the next step involved in the grievance procedure is to establish and analyze the cause that led to grievance. The analysis of the cause will involve studying various aspects of the grievance such as the employees past history, frequency of the occurrence, management practices, union practices, etc. Identification of the cause of the grievance helps the management take corrective measures to settle the grievance and also to prevent its recurrence.

#### **6. Taking Decision:**

In order to take the best decision to handle the grievance, alternative courses of actions are worked out. These are, then, evaluated in view of their consequences on the aggrieved employee, the union and the management. Finally, a decision is taken which is best suited to the given situation in the organization. Such decision should serve as a precedent both within the department and the organization.

#### **7. Implementing the Decision:**

The decision, whatsoever taken, must be immediately communicated to the employee and also implemented by the competent authority. McGregor's "Hot- stove Rule" should be strictly followed while

implementing the decision. The decision, thus, implemented should also be reviewed to know whether the grievance has been satisfactorily resolved or not.

In case, it is not resolved, the supervisor once again needs to go back to the whole procedure step by step to find out an appropriate decision or solution to resolve the grievance.

However, if the grievance is not resolved at the internal level, the grievance is, then, referred to an arbitrator who is acceptable to the employee as well as the management. The arbitrator follows a quasi-judicial process where both the parties present evidence.

Based on the evidences so produced, the matter is cross-examined in thread-bare. The arbitrator then thinks, applies his mind and arrives at a decision. The decision taken by arbitrator is final and binding on both the parties.

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