Fact-sheet – How to build a grievance mechanism



What is a Grievance?

A statement of a complain over something believed to be wrong or unfair and related to the employment relationship.

What is a Grievance Mechanism?

Formalized process to receive, assess and address a grievance.

Why implementing a Grievance Mechanism in a Factory?

A worker who raised a grievance should have the right to get it addressed.

To ensure the social management system is efficient, the factory must assess the satisfaction of workers, and then take necessary actions. Addressing the grievances, may help the management to improve the worker's well-being, decrease the Human Resources turnover and improve overall performances.





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How to achieve the objective?

How to build a grievance mechanism?

Step 0	•Appoint a manager in charge of the Grievance Mechanism and associate the Worker's representatives to further steps.
	• Define the communication channel to raise a grievance :
\checkmark	•1. Direct grievance to the direct manager Human Resources staff, worker's representatives ⁽¹⁾ ;
Step 1	•2. Anonymous grievance through suggestion box, phone number/app/email which ensure confidentiality and anonymousness (this should be accessible to every worker, whatever its specificity or vulnerability).
	•Adress each grievance
	•1. Ensure a formal answer is given for each grievance raised through the direct communication channel;
Step 2	•2. Define the way to address each anonymous grievance through general communications, trainings,etc.
	•Record and report grievances:
	•1. Record each grievance, whatever the communication channel, the action taken/to be taken, provided
Step 3	answer; ⁽²⁾
	•2. Share a monthly reporting to the Management and worker's representatives.
	•Track the actions to be taken.
Step 4	
	•Train workers and management staff on a regular basis:
	 1.Each worker should know he has the right to raise grievance. The worker should also know that each grievance does not have to be accepted;
	•2. Each worker should know how and to whom to address grievances;
Step 5	 3. Each worker should know how to raise a grievance anonymously;
	•4. Each manager should know how to receive, address and report a grievance;

⁽¹⁾ Encourage the direct communication channel through free talks with management is a sign of social well-being in the factory.

⁽²⁾ Worker's representatives should attend the review of anonymous grievance (opening of suggestion box, being copied of the app/email/phone grievance listed.).

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Common non-compliances

Non-compliances	Comment
	Based on document review and factory tour, a grievance mechanism is in
	place, but the record is empty. The management indicates that workers
	are satisfied with their working conditions. It appears during the workers
	interview that they have some grievances but do not raise them anymore
The grievance mechanism exists but is not	as they have the feeling it is useless.
efficient.	The top management should be skeptical if no grievance is recorded and
	perform an internal audit to understand the problems (either workers
	are not well informed of the channels to use, or the records are not
	updated correctly, or the mid-management is not taking appropriate
	actions to address and communicate the actions, etc.).
	As per document review and interviews, the auditor identifies that the
	application used to raise anonymous grievance is not translated in a
The grievance mechanism does not take into	language that everyone can understand.
consideration migrant workers who do not	The mechanism should be adapted to specific workers. In that case, if
speak the local language.	the application cannot be translated, training should be done to migrant
	workers for them to be able to raise grievances (including adapted use of
	notice).



- Appoint <u>independent third party</u> to manage the grievance mechanism. This practice can help the top management to get a complete and exact reporting of the workers being in the factory and take appropriate actions;
- Share grievance reporting with its stakeholders to encourage transparency, share challenges and good practices.