



Agenda Item 5.2
GRIEVANCE POLICY & PROCEDURE

1. INTRODUCTION

2. SCOPE

3. PURPOSE

4. DEFINITIONS

5. PAFA COMMITMENT

6. RIGHT TO LODGE A GRIEVANCE

7. GRIEVANCE PROCEDURE

7.1 LODGING A GRIEVANCE

7.2 CONSIDERING THE NATURE AND TYPE OF THE GRIEVANCE

7.3 FOLLOWING THE APPROPRIATE GRIEVANCE RESOLUTION PROCEDURE

7.3.1 INFORMAL GRIEVANCE INVESTIGATION

7.3.2 FORMAL GRIEVANCE HEARING

8. QUALITY CONTROL, ANALYSIS AND FEEDBACK

9. REFERENCES

10. APPENDICES

Appendix 1: Grievance Application Form

Appendix 2: Notice to attend grievance hearing

Appendix 3: Outcome of grievance hearing

1. INTRODUCTION

Unresolved grievances may be damaging to relationships with key stakeholders and the effective operation of the organisation. A grievance procedure is necessary to eliminate the possibility of any detrimental effects arising because of unresolved grievances.

This policy aims to ensure that communication channels are open and receptive, and key stakeholders have an adequate opportunity to express their grievances. The policy further aims to ensure that lodged grievances are resolved timeously and fairly by adopting a problem-solving approach and implementing any appropriate corrective action necessary.

2. SCOPE

This policy applies to key stakeholders as defined.

3. PURPOSE

This policy establishes a procedure for lodging grievances and dealing with lodged grievances effectively and at the earliest possible stage.

4. DEFINITIONS

The following definitions apply to this policy:

Key stakeholders—employees; volunteers (members of the PAFA Board and its committees and other PAFA Groups, including the Advisory Groups); and parties affected by or otherwise interested in, and *consultants* engaged to implement, any part of any donor-funded project under the PAFA PAO Development Programme.

Grievance—a complaint, as against an unjust and/or unfair act.

5. PAFA COMMITMENT

The purpose of the policy will only be achieved if it functions effectively and is properly utilised. PAFA therefore commits to ensure that:

- Key stakeholders are aware of the opportunity to express grievances.
- Key stakeholders feel free to express their grievances without the fear of victimisation or intimidation or prejudice to their relationship with PAFA.
- Key stakeholders are encouraged to use the established Grievance Procedure, but also warned not to abuse it with false grievances.
- Sensitive grievances are dealt with privately, and confidentiality of information is maintained.

PAFA further commits to the following:

- To resolve all grievances timeously.
- In the case of employees and volunteers, to recognise the key stakeholder's right to be represented by a fellow key stakeholder if he/she wishes to do so.
- In the case of employees, to ensure that management handles grievances with the Human Resources department acting in an advisory capacity. (Note: PAFA's human resource department is outsourced to a third-party service provider.)

- To create an environment in which a key stakeholder may lodge a grievance without fear of being victimised or prejudiced.
- To ensure that all grievances are handled in a confidential manner.
- To ensure that each step in the procedure is subject to the stipulated time limits, unless otherwise determined by the parties through mutual agreement.

6. RIGHT TO LODGE A GRIEVANCE

Key stakeholders are informed in English, French and Portuguese of their rights to lodge a grievance and where the applicable Grievance Application Form can be obtained.

7. GRIEVANCE PROCEDURE

7.1 LODGING A GRIEVANCE

Grievances are lodged within 90 (ninety) days from the time when the stakeholder became aware of the grievance and as follows:

- In the case of employees, grievances may be lodged with the direct supervisor, or an alternative supervisor or the Human Resource department HR@pafa.org.za if the employee feels more comfortable doing so. It should be noted that no employee may leave their normal place of work or engage in any grievance discussion without prior permission, and such permission shall not be unreasonably withheld.
- In the case of volunteers, grievances may be lodged with the Chairperson of the Audit and Risk Committee ARCCChair@pafa.org.za.
- In the case of parties affected by or otherwise interested in, and consultants engaged to implement, any part of any donor-funded project under the PAFA PAO Development Programme, grievances may be lodged with the Chairperson of the PAFA PAO Development Programme Oversight Committee POCChair@pafa.org.za.

In all cases, assistance is offered to lodge a grievance and complete the Grievance Application Form. The recipient with whom the grievance is lodged (‘grievance recipient’), acknowledges receipt of the completed Grievance Application Form within 5 (five) working days from the day it was lodged.

7.2 CONSIDERING THE NATURE AND TYPE OF THE GRIEVANCE

The grievance recipient considers the nature and type of the grievance and – based on their assessment – decide as to the best grievance resolution procedure to follow.

Grievance Level	Grievance Type	Grievance Resolution Procedure
Mild grievance	This type of grievance does not involve a dispute of facts or require that evidence be led to understand the nature of the grievance. The grievance recipient can easily ascertain the nature of the problem and feels that they are capable of resolving the grievance without assistance.	The grievance can be dealt with via the Informal Grievance Investigation route.

Grievance Level	Grievance Type	Grievance Resolution Procedure
Serious grievance	This type of grievance revolves around a dispute of facts and further evidence or witness testimonies may be necessary to understand the nature of the grievance. Alternatively, the grievance recipient does not feel they are capable of resolving the grievance without assistance.	The grievance is channelled through the Formal Grievance Hearing procedure.
Sensitive grievance	A sensitive grievance may include grievances about discrimination, sexual harassment and other forms of harassment, victimisation, etc.	The grievance is channelled through the Formal Grievance Hearing procedure.

7.3 FOLLOWING THE APPROPRIATE GRIEVANCE RESOLUTION PROCEDURE

7.3.1 INFORMAL GRIEVANCE INVESTIGATION

The grievance recipient ensures the Grievance Application Form (see Appendix 1) has been correctly completed and the grievance is clearly understood. They then discuss the grievance and proposed corrective action with the aggrieved stakeholder in private. The decision on corrective action, if any, is detailed on the Grievance Application Form. The Grievance Application Form is signed by the aggrieved stakeholder and their representative / witness.

If the aggrieved stakeholder is dissatisfied with the decision, they may lodge an appeal in writing with the Human Resource department, Programme Oversight Committee Chairperson, or Audit and Risk Committee Chairperson (as appropriate) within 5 (five) working days of receiving the outcome.

If the aggrieved stakeholder is satisfied with the decision, the corrective action is implemented and recorded on the Grievance Application Form.

7.3.2 FORMAL GRIEVANCE HEARING

An appropriate chairperson is arranged to conduct the grievance hearing.

The aggrieved stakeholder is notified of the grievance hearing in writing (see Appendix 2). Such notification should be received at least 5 (five) working days prior to the hearing so as to allow sufficient time to prepare.

If the grievance has been lodged against another party, such party also receives the notification of the grievance hearing, their rights, and the grievance lodged, at least 5 (five) working days prior to the hearing.

Grievance Hearing	Activities	Output
Phase 1	The chairperson advises the parties present of the purpose of	Finding on the facts

Grievance Hearing	Activities	Output
	the hearing and their rights during the hearing. The aggrieved stakeholder or their representative is then given an opportunity to motivate the grievance. The person against whom the grievance was lodged is given the opportunity to respond to the grievance. Both parties may present evidence / call witnesses to motivate their case. Both parties may also cross question witnesses. The hearing may be adjourned at this stage if necessary.	The chairperson makes a finding on a balance of probabilities on the validity of the grievance. If the grievance is found to be invalid, the finding is recorded in writing and signed by the aggrieved stakeholder and their representative / witness. The aggrieved stakeholder is advised of their right to appeal within 5 (five) working days of receiving the outcome. If the aggrieved stakeholder is dissatisfied with the decision, they may lodge an appeal in writing with the chairperson within 5 (five) working days of receiving the outcome. If the grievance is found to be valid, a Grievance Hearing: Phase 2 is conducted.
Phase 2	The chairperson presents the finding on the validity of the grievance and permits both the aggrieved stakeholder and other party an opportunity to present suggestions for corrective action. Responses and discussion as to the feasibility of such suggestions are considered. Both parties are questioned as to whether they are satisfied with the proceedings.	Corrective action The chairperson decides on the most effective and viable corrective action and advises the aggrieved stakeholder in writing of the decision made on the Outcome of Grievance Hearing Form (see Appendix 3). The chairperson ensures that such corrective action is implemented, and progress is recorded. The aggrieved stakeholder is also advised of their right to appeal within 5 (five) working days of receiving the outcome. If the aggrieved stakeholder is dissatisfied with the decision, they may lodge an appeal in writing with the chairperson within 5 (five) working days of receiving the outcome.

8. QUALITY CONTROL, ANALYSIS AND FEEDBACK

The Human Resource department, Programme Oversight Committee Chairperson, and Audit and Risk Committee Chairperson report on an annual basis to the Planning, Human Capital and Finance Committee of the IFAC Board on the following:

- Number and nature of grievances lodged in the past 12 (twelve) months.

- Whether the Grievance Procedure was followed for each of the lodged grievances and follow-up actions have been taken.
- Trends in grievances over time.
- Recommendations/strategies to prevent or limit future recurrences.

9. REFERENCES

- Employment Equity Act, (EEA)
- Section 51 of EEA
- Code of Good Practice: Harassment at Workplace

10. APPENDICES

Appendix 1

GRIEVANCE APPLICATION FORM

NAME OF AGGRIEVED STAKEHOLDER		
TITLE		
EMPLOYER		
EMAIL ADDRESS		
CAPACITY IN WHICH GRIEVANCE IS LODGED (indicate with X)	Employee	
	Volunteer	
	Party affected by or otherwise interested in, and consultants engaged to implement, any part of any donor-funded project under the PAFA PAO Development Programme	
IN CASE OF EMPLOYEE, NAME OF PERSON WITH WHOM GRIEVANCE IS LODGED (otherwise the grievance is lodged with the Chairperson of the Audit and Risk Committee or the Chairperson of the Program Oversight Committee, as appropriate)		
NAME OF AGGRIEVED STAKEHOLDER'S REPRESENTATIVE, if any		
NATURE OF GRIEVANCE		
SOLUTION PROPOSED BY AGGRIEVED STAKEHOLDER		
DATE GRIEVANCE IS LODGED		
SIGNATURE OF AGGRIEVED STAKEHOLDER		
DATE GRIEVANCE IS RECEIVED		
SIGNATURE OF PERSON WITH WHOM GRIEVANCE WAS LODGED		
IF FORMAL HEARING IS NECESSARY – INITIATE.		
IF INFORMAL INVESTIGATION WILL SUFFICE, COMPLETE REMAINDER OF THIS FORM.		

BRIEF ACCOUNT OF INFORMAL GRIEVANCE INVESTIGATION (including, date, names of those present, evidence led, other party response, suggestions made, etc.)	
DATE AGGRIEVED STAKEHOLDER INFORMED OF DECISION	
CORRECTIVE ACTION DECIDED BY PERSON WITH WHOM GRIEVANCE WAS LODGED	
DATE GRIEVANCE WAS RESOLVED	
SIGNATURE OF AGGRIEVED STAKEHOLDER	
DATE OF ACCEPTANCE OF GRIEVANCE RESOLUTION	
SIGNATURE OF PERSON WITH WHOM GRIEVANCE WAS LODGED	
DATE OF PROGRESS REVIEW	
PERSON RESPONSIBLE FOR PROGRESS REVIEW	
PROGRESS	
YOU HAVE THE RIGHT TO APPEAL WITHIN 5 (FIVE) DAYS OF THE OUTCOME.	

Appendix 2

NOTICE TO ATTEND GRIEVANCE HEARING

TO:

DATE:

You are hereby informed that a Grievance Hearing will be held at [place] on [date] at [time] during which the grievance will be investigated.

You have the following rights at the Grievance Hearing:

1. To be represented by a fellow key stakeholder of your choice.
2. To the assistance of an interpreter.
3. To call and cross-question witnesses.
4. To be heard and to put your version to the chairperson.

Kindly inform [name] of the identity of your chosen representative / interpreter and any witnesses you may wish to call.

Yours faithfully

[Signature]

Chairperson

I hereby confirm notification of the above-mentioned Grievance Hearing and will attend the same:

[Signature]

Employee

Date:

I confirm that the above-mentioned person received notification, but refused to sign acknowledgement of same and to confirm that they would attend the said Grievance Hearing:

[Signature]

Witness

Date:

Appendix 3

OUTCOME OF GRIEVANCE HEARING

TO:

DATE:

A Grievance Hearing was conducted on [date] to investigate a grievance lodged by yourself on [date]. I hereby confirm that you were advised of your right to a representative / interpreter. You were further advised of your right to call and cross question witnesses.

After carefully considering the evidence presented, I find the grievance lodged by yourself to be **invalid** / **valid**. My reasons are as follows: [describe]

If valid: After discussing the feasibility of recommended corrective action I have decided that the following corrective action is reasonable, sufficient and fair under the circumstances: [describe actions in detail, including responsibility and deadline]

I hereby advise of your right to appeal, and such an appeal must be lodged in writing within 5 (five) working days of receipt of this notice of outcome.

Yours faithfully,

Signature (Chairperson)	Name (Chairperson)	Date

I hereby confirm that I have received this notification and understand the contents thereof:

Signature	Name	Date

I confirm that the above-mentioned person received this notification, but refused to sign acknowledgement of same:

Signature	Name	Date

Note : If corrective action is deemed necessary, a copy of the corrective action should go to all persons detailed in the corrective action responsibilities.

DATE OF PROGRESS REVIEW:

PROGRESS OF CORRECTIVE ACTION: [describe]