



DEVELOPMENT ACADEMY OF THE PHILIPPINES

Office Order	Policy on the Grievance Machinery	Date: 19 September 1995
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1. **REFERENCE.** The Academy's Grievance Machinery conforms to the guidelines of the Civil Service Commission Memorandum Circular No. 45 series of 1989. This has been approved by the CSC for implementation.

2. **OBJECTIVES**

- a. To promote productive working relationships among Academy employees;
- b. To create and maintain an atmosphere conducive to good supervisor-employee relations; and
- c. To promote a desirable level of morale and productivity at all levels in the organization.

3. **POLICY GUIDELINES**

- a. As much as possible, disputes shall be settled at the lowest level of the organization. An aggrieved or dissatisfied official or employee shall first try to settle the problem verbally with his/her immediate superior. The filing of a grievance can be considered only if no settlement of the disagreement is reached.
- b. The grievance proceedings shall be kept as simple as possible and shall not be bound by legal rules or technicalities. Employing the services of a counsel is not necessary and should be avoided.
- c. The grievance proceedings shall be aimed at restoring the productive working relationships between the parties concerned. The process shall focus on determining what is right, not who is right and on fixing the problem rather than fixing the blame.
- d. The right to appeal a decision on grievance shall not be curtailed, and shall follow the set procedures.

4. **DEFINITION OF TERMS**

- a. *Complaint* - means an employee's expressed (written or spoken) feelings of dissatisfaction with some aspects of his/her working condition, relationships or status which are outside his/her control.
- b. *Grievance* - refers to a complaint in writing which has, in the first instance and in the employee's opinion, has been ignored, overridden or dropped without due consideration.
- c. *Grievance Procedure* - refers to the method of determining and finding the best way to remedy the specific causes of the complaint or grievance.

Grievance committee

HRM
Grievance policy

5. **SCOPE OF GRIEVANCE PROCEDURE.** The grievance procedure shall be applied when the discontent or dissatisfaction arises from the day-to-day working relationships between and among officials and employees. Complaints and grievances may refer to any of the following concerns :
- a. Economic issues relating to policies, practices and procedures like grant, of bonus and overtime payment
 - b. Non-economic issues such as :
 - 1) Policies, practices and procedures which affect employees, i.e. recruitment, promotion , detail, transfer, retirement, termination and training
 - 2) Physical working condition;
 - 3) Interpersonal and interorganizational relationships and linkages; and
 - 4) Arbitrary exercise of discretion and/or management prerogatives
6. **THE GRIEVANCE PROCEDURE**
- a. ***Oral Discussion***
 - 1) A grievance shall be presented orally to the employee's immediate supervisor who shall, within five (5) working days from the date of presentation, inform the employee orally of his/her decision.
 - 2) The employee or official who has a complaint or grievance shall ensure that:
 - o The discussion's primary objective is to clarify the issue and solve the problem; hence, an open mind is a must to achieve this goal
 - o The oral discussion is intended to foster better working relationships
 - o The grievance is resolved by focusing on the facts of the problem, not on personality and other intervening factors
 - 3) The supervisor or official shall see to it that :
 - o The oral discussion is held in a place that will provide utmost privacy without interruption
 - o Rapport is established so that the employee can openly air out his/her complaint
 - o There is an atmosphere of openness so that issues can be tackled objectively
 - o A clear position is presented at the end of the discussion with a commitment that a definite decision will be reached after five (5) working days from the presentation of the complaint/grievance
 - b. ***Grievance in Writing***
 - 1) If the employee is not satisfied with the oral decision, he may submit his//her complaint in writing within five (5) working days from receipt of the oral decision of his/her immediate supervisor to the Manager, Director and Vice-President of the Center where he/she belongs. The grievance shall pass through his/her immediate supervisor, who shall give his/her comments within five (5) working days to the concerned officials.

- 2) The Manager, Director and Vice-President will sit en banc and render a decision within five (5) working days from receipt of the grievance and comments from the immediate supervisor. If the complainant is not satisfied with the decision rendered by the Manager, Director and the Vice-President, he/she may elevate his/her grievance to the Grievance Committee within five (5) working days from the receipt of the decision.
- 3) Only when the grievance is not settled within the center level that it should be elevated to the Grievance Committee. The Committee shall conduct and complete the necessary investigation and hearing within five (5) working days from receipt of the grievance and shall render a decision within five (5) working days after the investigation.
- 4) If the complainant is not satisfied with the decision of the Grievance Committee or if the object of the grievance is the Committee, the complainant may elevate his/her grievance to the Senior Vice-President, Executive Vice-President and President who shall sit en banc and render a decision within five (5) working days from receipt of the complaint.
- 5) As a rule, if the object of the complaint belongs to another group/center, the written complaint must be addressed to the Grievance Committee. The officers deciding on the grievance are responsible and accountable for the decision they have rendered.
- 6) If the complainant is not satisfied with the decision of the President/Executive Vice-President, he/she may elevate his/her grievance to the Civil Service Commission which shall, if necessary, conduct an investigation and hearing and render a decision within (15) working days from receipt of the grievance.
- 7) The aggrieved party may file a petition for reconsideration with the Civil Service Commission within five (5) working days from receipt of the decision. Such petition shall be resolved within five (5) working days from receipt thereof.

- 8) The flow of the grievance procedure that will be observed is as follows :

LINE POSITION HIERARCHY	FORM	LEADTIME
Civil Service Commission	Written	5 days
↑		
Senior Vice-President/ Exec. Vice-President/President	Written	5 days
↑		
Grievance Committee	Written	5 days
↑		
Manager/Director/Vice-President	Written	5 days
↑		
Immediate Supervisor	Verbal	5 days
↑		
Employee		

- 9) The Civil Service Commission's decision is final, binding and executory unless appeal from said decision is brought to the proper courts.
- 10) Appeal to the courts by either party shall be in accordance with the Rules of Court.

7. **COMPOSITION OF THE GRIEVANCE COMMITTEE.** The Committee shall be composed of the following :
- a. One (1) member of top management who will act as Chairman. The member of top management should not be the object of the grievance nor involved in any way in the filing of the complaint.
 - b. One (1) higher supervisor
 - c. One (1) employee from the rank and file employees
 - d. An alternate for higher supervisor or employee in case the grievance concerns any of the members of the Committee.
8. **CONTENTS OF THE GRIEVANCE.** The written complaint must contain the:
- a. Name of the complainant
 - b. Position title/designation
 - c. Place of assignment /office base (indicate group/office/unit)
 - d. Immediate supervisor
 - e. Higher supervisor
 - f. Nature of grievance
 - g. Desired result
 - h. Signature of employee
 - i. Date of filing at the lowest level in the agency
9. **IMPLEMENTATION OF DECISION .** Unless appealed, the decision of the concerned authorities shall take effect immediately and/or upon receipt of the decision of all the parties involved.
10. **RECORDS KEEPING OF ALL GRIEVANCE DOCUMENTS.** All records involving complaints and grievance, i.e. complaint, comments and decisions shall be kept in the Personnel Division.
11. **EFFECTIVITY.** This policy shall be implemented immediately.



CARMENCITA T. ABELLA
President

