



# Staff Grievance Policy

CEDAR INTERNATIONAL ACADEMY NPC

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## Purpose

- 1) Cedar is committed to harmonious workplace relations. The purpose of this policy is to provide a safe and official avenue for employees to raise dissatisfaction or feelings of injustice which may arise in the workplace. Cedar is committed to maintaining an environment that empowers employees to achieve their highest potential without fear or prejudice. The policy provides a framework for staff to resolve grievances in a professional manner with respect and dignity based on a culture in which people feel comfortable submitting a grievance and confident that their issues will be addressed fairly, as promptly as possible, accurately, sensitively, and without recourse where the grievance has been submitted in good faith.

## Scope

- 2) This policy applies to the staff of Cedar.

## Aims

- 3) This policy aims to:
  - a. provide effective mechanisms for communication and participation;
  - b. maximise the commitment and motivation of all staff;
  - c. promote respectful relationships;
  - d. anticipate and defuse conflict wherever possible;
  - e. encourage staff to make concerns and conflicts visible and to seek resolution for underlying issues at the lowest level possible; and
  - f. provide channels for conflict resolution to promote mutual trust.

## Guiding Principles

- 4) The following principles shall be considered whilst interpreting and applying the policy to a given situation:
  - a. Grievances are addressed during working hours except where exceptional circumstances dictate otherwise.
  - b. The grievance procedure shall not be used by an employee to gain an undue advantage or for collective bargaining.
  - c. Suitable privacy and confidentiality shall be maintained.
  - d. Staff shall endeavour to resolve conflicts verbally before activating formal procedures.
  - e. Staff are encouraged to speak up rather than bottle up, but not to speak with people that are not involved in the issue concerned, so that pertinent and helpful communications are achieved rather than spreading discontent.
  - f. Management shall endeavour to find the root cause of dissatisfaction rather than just apply a superficial fix.

- g. Previous incidents are taken into account and all relevant parties are brought into the consultation process as necessary.
- h. Any determined course of action must be in harmony with the ethos and values of Cedar.
- i. The Staff Grievance Policy shall not be used to negotiate employment conditions or make changes to employment contracts.
- j. No industrial action (by strike, lock-out or other means) will be taken either by the employee or Cedar to force an issue, until proper negotiations have been held.
- k. The successful implementation of this policy is the responsibility of the Day Management Team (DMT), in consultation with the Board.

## Implementation Strategies and Procedures

### 5) Stage One

- a. The employee raises his/her grievance verbally with his/her immediate superior, activating the grievance procedure.
- b. If the grievance is resolved within two (2) working days of being lodged, no further action shall be taken, and no report statement will be lodged.
- c. If the source of the grievance concerns an employee's immediate superior and it is not suitable to discuss the matter with them, they may proceed directly to Stage Two and complete a "Staff Grievance Form" available from Cedar's website, Cedar Staff Team under 'Forms', the Registrar or seek help and advice from a counsellor or senior staff member.

### 6) Stage Two

- a. If the superior does not resolve the grievance within two (2) working days of being lodged, the employee completes a "Staff Grievance Form", which is submitted to the DMT.
- b. The DMT attempts to resolve the grievance within five (5) working days of the grievance form being submitted. A meeting is held with concerned parties and the form "Staff Grievance Meeting Record" is completed.
- c. If the grievance is resolved, the solution is recorded on the Grievance Report. The original is handed to the employee and a copy placed on the employee's file.

### 7) Stage Three

- a. If a satisfactory solution was not reached during Stage Two within five (5) working days of referral, the DMT confers with the Board to resolve the grievance.
- b. The Board seeks to resolve the grievance and ensures the result is recorded on the Grievance Report ("Staff Grievance Meeting Record"). The original is handed to the employee and a copy placed on the employee's file.

## Glossary

**Workplace relations** - relationships between the organisation, individual staff members, and groups of staff within the working environment.

**Grievance/complaint** - any dissatisfaction and/or feeling of injustice relating to a staff member's workplace and/or employment situation (other than conditions of service and salary range)

## Reference Materials

*Basic Conditions of Employment Act, 1997.* (South African Government). Retrieved from <https://www.gov.za/documents>

*Constitution of the Republic of South Africa, Act No 108 of 1996.* (South African Government). Retrieved from <https://www.gov.za/documents>

*Employment Equity Act, 1998.* (South African Government). Retrieved from <https://www.gov.za/documents>

*Higher Education Act No 101 of 1997.* (South African Government). Retrieved from <https://www.gov.za/documents>

*Labour Relations Amendment Act 2014.* (South African Government). Retrieved from <https://www.gov.za/documents>

*Promotion of Equality and Prevention of Unfair Discrimination Amendment Act 2002.* (South African Government). Retrieved from <https://www.gov.za/documents>

*Protection of Personal Information Act, 2013.* (South African Government). Retrieved from <https://www.gov.za>

*Skills Development Amendment Act 2008.* (South African Government). Retrieved from <https://www.gov.za>

## Related Internal Documents:

Staff Grievance Form (Staff Share > HRM > Conflict Resolution)

Staff Grievance Meeting Record (Admin Share > HRM > Conflict Resolution)