

**Session name: GRIEVANCE PROCEDURE IN THE CODE OF GOOD PRACTICE**

Note: You can use the same approach, format and methods when tackling DISCIPLINARY PROCEDURE IN THE CODE OF GOOD PRACTICE

**Duration: 120 min**

Hours/ Time	Topic/ Activity	Method and description of activity flow	Training materials needed (E.g. Hand-outs, PPTs, Video)	Materials needed	Trainers
30 min	What are grievances?	<p><u>Facilitated discussion:</u> Start by asking a question, and then build on participants' answers to introduce new concepts and ideas. You can use a short PPT as a visual support and have one slide for each of the questions you address. Once you clarify one question, you can move to the next one:</p> <ul style="list-style-type: none"> <li>• What are grievances in the participants' work context?</li> <li>• Why do we need grievance guidelines?</li> <li>• What are the principles of grievance guidelines?</li> </ul>	PPT with input	Laptop, screen, projector	1 trainer
90 min	Steps of Grievance Procedure - Case Studies	<p><u>Case Studies</u></p> <p>Build a case study that illustrates a Grievance Procedure. You can play with information and situations in your case study, as you consider what is most relevant for the learning process of your participants. You can include actions that belong to the: Informal Grievance Procedure, Formal Grievance Procedure Stages One and Two, the Formal Grievance forms. Make sure the cases are complex enough; include grey areas and issues that you know from practice might be problematic or debatable. Give participants access to all the information they need in terms of procedure and legislation (an online document, written handouts, etc.). Your objective with these case studies is to give people the opportunity to apply the information to practical cases.</p> <p>There are several options you can choose from when designing the case studies, according to the competency levels of your participants and their profiles:</p> <p><u>Option1:</u> Create a case that is not handled properly and ask participants to analyze what was not approached properly, what steps have been jumped over, etc. Furthermore, invite them to think about what they would do differently and what the benefits would be.</p> <p><u>Option 2:</u> Create a case that reaches a difficult moment, a conflictive situation and ask participants to decide what they would do next, and to justify their choice of action.</p> <p><u>Option 3:</u> Create a case that properly illustrates all the steps of a grievance procedure and invite participants to identify them, defining what the actions, implications, and characteristics of each are.</p> <p>There are also several options to choose from when deciding how to organize the session:</p> <p><u>Option 1:</u> You can give the same case study to everyone, invite them to work on them individually, then share in small groups of a maximum of six people (this is an optional phase), and then discuss the case in plenary, while you give clarifications if needed. In this case the flow would be:</p> <ul style="list-style-type: none"> <li>• Introduction to the task and handing out materials for the case study: 10 min</li> <li>• Individual work – 20 min</li> <li>• Small group discussion – 20 min</li> <li>• Plenary discussion – 30 min</li> <li>• Q&amp;A and concluding Input – 10 min</li> </ul> <p><u>Option 2:</u> You can divide participants into small groups (of a maximum of five people), give each group a different case, invite them to discuss it within their group, then present the case and results to their colleagues in plenary while you may</p>	<p>Case studies</p> <p>Information pack for participants of procedure/ legislation</p> <p>PPT with input</p>	Laptop, screen, projector	2 trainers to support the individual and small-group work in terms of process, clarifications, etc.

		<p>also give clarification. Be aware that this is a more time-consuming option.</p> <ul style="list-style-type: none"><li>• Introduction to the task, group division and handing materials for the case study: 10 min</li><li>• Small group work: analysis of the case – 30 min</li><li>• Plenary presentation of results and discussion – 50 min</li><li>• Q&amp;A and concluding Input – 20 min</li></ul> <p>Make sure that at the end of the session, all participants receive additional information (including sample Formal Grievance Forms—although it might be a good idea to already include them in the case study).</p>			
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