



LUAPULA WATER SUPPLY AND SANITATION COMPANY LIMITED

STAFF GRIEVANCE PROCEDURE

A Guide for Employees on Raising and Resolving Workplace Grievances

Extracted from Part Two of the LpWSC Disciplinary Code and Grievance Procedures

Effective Date: 1st September 2023

Applies to: All Staff, Grades G1 to G8

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1. INTRODUCTION

Luapula Water Supply and Sanitation Company Limited (LpWSC) recognises the need for employees to be afforded the opportunity to participate fully in the affairs of the Company and to be protected against unfair treatment and any unacceptable acts by the Employer. To this end, the Company observes the rules of natural justice through a well-defined and easily accessible channel for raising and resolving workplace grievances, known as the “Grievance Procedure.”

This document sets out that Grievance Procedure in full, for the benefit of all employees, supervisors and managers of the Company. It has been extracted from Part Two of the LpWSC Disciplinary Code and Grievance Procedures (effective 1st September 2023) to serve as an accessible, standalone reference on how a grievance should be raised, escalated and resolved.

Important: Scope Exclusion

This Grievance Procedure does not cover matters that fall under disciplinary action. Where an employee is the subject of a disciplinary charge, that matter shall instead be handled in accordance with Part One of the LpWSC Disciplinary Code and Grievance Procedures.

1.1 Definition of a Grievance

A grievance may be defined as a complaint, grief or pain sustained by a worker because of an act or omission made by Management. In short, a grievance arises when an employee's rights and agreed privileges have been denied or tampered with.

2. AIMS OF THE GRIEVANCE PROCEDURE

The Grievance Procedure exists to:

- i. Give freedom to the worker to challenge unfair or inconsistent actions of Management which are not in accordance with the Company's Conditions of Service or other Policy provisions.
- ii. Act as a safety valve against unscrupulous Managers or Supervisors in their handling of employees at work.
- iii. Provide an appeal machinery through which grievances can be redressed.

2.1 Guiding Principles

In handling any grievance, the Company and all Parties shall observe the following principles, consistent with the rules of natural justice applied throughout this Code:

- Promptness — every grievance shall be attended to within the timeframes set out in this Procedure, at each stage.
- Fair Hearing — the aggrieved employee shall be given a full and fair opportunity to explain their grievance to the officer responsible for resolving it at each stage.
- Confidentiality — grievances and their resolution shall be handled with due discretion and shared only with those who need to know in order to resolve the matter.
- Access to the Managing Director — every aggrieved employee or group of employees has a guaranteed right of access, through this Procedure, to the Managing Director for redress, to try to minimise frustration and discontent among the workforce.
- Record-Keeping — all grievance resolutions shall be put on record, with the Human Resources Department maintaining custody of grievance records.

3. THE GRIEVANCE PROCEDURE — FOUR STAGES

When an employee (or group of employees) has a grievance or problem relating to their work situation, the following four-stage escalation procedure shall apply.

Stage	What Happens	Responsible Officer	Timeframe
Stage One	Employee raises the grievance, wherever practicable in writing, with their immediate Supervisor.	Immediate Supervisor	48 hours
Stage Two	If unresolved at Stage One, the aggrieved employee takes the matter up with the Head of Department.	Head of Department	48 hours
Stage Three	If unresolved at Stage Two, the complainant refers the grievance to the Head of Human Resources, who responds together with the Grievance Committee (comprising the Supervisor and the Departmental Manager, where appropriate).	Head of Human Resources & Grievance Committee	72 hours
Stage Four	If the employee's problem remains unresolved, they may, within 14 days, request that the matter be referred to the Managing Director. An official of the Human Resources Department provides secretarial services to the Managing Director, and the resolution is put on record.	Managing Director (supported by Human Resources)	Within 14 days of request

3.1 Stage One — Immediate Supervisor

When an employee has a grievance or problem relating to the work situation, he/she must immediately lodge a complaint, wherever practicable in writing, to his/her immediate Supervisor, who shall attend to the grievance as quickly as possible and within 48 hours.

3.2 Stage Two — Head of Department

If the grievance is not settled at Stage One, the aggrieved employee shall have the right to take up the matter with the Head of Department, who will resolve it within 48 hours.

3.3 Stage Three — Head of Human Resources and Grievance Committee

If the matter remains unresolved at Stage Two, the complainant shall refer the grievance to the Head of Human Resources Department, who will respond to the matter together with the Grievance Committee — comprising the Supervisor and the Departmental Manager, where appropriate — within 72 hours.

3.4 Stage Four — The Managing Director

If, even at Stage Three, the complainant feels that their problem has not been satisfactorily resolved, he/she may, within fourteen (14) days, request that the matter be referred to the Managing Director. An Official of the Human Resources Department will provide secretarial services to the Managing Director in the event of grievance resolution, and the outcome shall be put on record.

4. ROLES AND RESPONSIBILITIES

Role	Responsibility
Aggrieved Employee	Raises the grievance promptly and, wherever practicable, in writing; escalates to the next stage if unresolved, within the stated timeframes.
Immediate Supervisor	First point of contact for any grievance; attends to and resolves the grievance within 48 hours at Stage One.
Head of Department	Resolves grievances escalated from Stage One within 48 hours at Stage Two.
Grievance Committee (Supervisor & Departmental Manager)	Supports the Head of Human Resources in reviewing and responding to grievances escalated to Stage Three.
Head of Human Resources Department	Responds to Stage Three grievances together with the Grievance Committee within 72 hours; provides secretarial services to the Managing Director at Stage Four; maintains grievance records.
Managing Director	Final point of escalation under this Procedure (Stage Four); considers and resolves grievances referred within 14 days of the employee's request.

5. APPLICABLE LAW

The applicable law for this Grievance Procedure shall be the Zambian law.

6. RECORD-KEEPING AND CONFIDENTIALITY

All grievance resolutions shall be put on record by the Human Resources Department. Records shall be kept confidential and shared only with those Officers directly involved in resolving the grievance or otherwise entitled to access such records in the course of their duties.