

Republic of the Philippines
Department of Justice
PAROLE AND PROBATION ADMINISTRATION
Quezon City

PPA GRIEVANCE MACHINERY

In line with the Revised Policies on the Settlement of Grievance in the Public Sector as contained in CSC Resolution No. 010113 dated January 10, 2001 and accordingly implemented through CSC Memorandum Circular No. 02, s. 2001, in order to carry out the provisions of the Omnibus Rules Implementing Book V of EO No. 292, otherwise known as the Administrative Code of 1987, particularly Rule No. XII on Complaints and Grievances, the following guidelines are hereby adopted to govern the established Grievance Machinery.

I. BASIC POLICIES

1. The Agency shall adopt proactive measures to maintain a positive organizational climate and establish a machinery that shall address grievances between and among its officials and employees.

The PPA shall likewise adopt and implement the policy of conciliation and/or mediation to promote harmony, cordial relationship in the workplace, so much so that grave or petty disputes among personnel or their superiors, if any, shall be expeditiously resolved in the highest professional manner, thereby, fostering productivity of all employees in the Agency. The institution of the same would dissolve the fear of partiality, bias and discrimination especially at the lowest hierarchy of position level.

2. A grievance whether verbal or written, shall be resolved expeditiously at all times at the lowest level possible in the Agency. However, if not settled at the lowest level possible, the aggrieved party shall present his or her grievance step by step following the hierarchy of positions.
3. The aggrieved party shall be assured freedom from coercion, discrimination, reprisal and biased action on the grievance.
4. Grievance proceedings shall not be bound by legal rules and technicalities and the services of a legal counsel shall not be allowed.
5. A grievance shall be presented verbally or in writing in the first instance by the aggrieved party to his or her immediate supervisor.

The latter shall, within five(5) working days from date to presentation, inform verbally the aggrieved party of the corresponding action.

If the party being complained of is the immediate supervisor, the grievance shall be presented to the next higher supervisor.

6. Grievance refers to work-related issues giving rise to employee dissatisfaction. The following cases shall be acted upon through the grievance machinery:
 - a. Non-implementation of policies, practices and procedures on economic and financial issues and other terms and conditions of employment fixed by law including salaries, incentives, working hours, leave benefits and other related terms and conditions;
 - b. Non-implementation of policies, practices and procedures which affect employees from recruitment to promotion, detail, transfer, retirement, termination, lay-off, and other related issues that affect them;
 - c. Physical working conditions;
 - d. Interpersonal relationships and linkages;
 - e. Protest on appointments/promotions; and
 - f. All other matters giving rise to employee dissatisfaction and discontentment outside of those cases enumerated in Item No. 6
7. The following cases shall not be acted upon through the grievance machinery:
 - a. Disciplinary cases which shall be resolved pursuant to the Uniform Rules on Administrative Cases;
 - b. Sexual harassment cases as provided for in RA 7877; and
 - c. Union-related issues and concerns.
8. Only permanent officials and employees, whenever applicable, shall be appointed or elected as members of the Grievance Committee.

In the appointment or election of the Committee members, their integrity, probity, sincerity and credibility shall be considered.
9. There shall be three (3) separate Grievance Committees in the Agency namely; the National Grievance Committee (NGC) for the entire PPA; Central Office Grievance Committee for Central Office and Regional Office Grievance Committee for each Regional Office.

The compositions are as follows:

a) National Grievance Committee:

1. Deputy Administrator as Chairman; and
2. All Members of the Grievance Committee created pursuant to SO No. 647 dated December 12, 2001.

b) The Central Office Grievance Committee:

1. Administrative Officer or authorized representative as Chairman;
2. Two (2) Division Chiefs or their equivalent positions elected/chosen from among themselves;
3. Two (2) members from the First and Second Level who shall serve for a term of two (2) years and chosen through a general assembly or any other mode of selection to be conducted for the purpose. The first level representative shall participate in the resolution of the grievance of first level employees, while the second level representative shall participate in the resolution of grievance of second level employees;
4. The Bilis Aksiyon Partner (BAP) duly designated pursuant to CSC MC NO. 3, S. 1994;
5. Any officer/employee designated/authorized by the Administrator; and
6. An Alternate Representative from the First and Second Level shall serve in case the grievance concerns any of the regular representatives of the Committee.

c) For the Regional Office:

1. Administrative Officer or authorized representative as Chairman;
2. Two (2) Chief, Parole and Probation Officers elected/chosen from among themselves;
3. Two (2) members from the First and Second Level who shall serve for a term of two (2) years and chosen through a general assembly or any other mode of selection to be conducted for the purpose. The first level representative shall participate in the resolution of the grievance of first level employees, while the second level representative shall participate in the resolution of grievance of second level employees;

4. The Bilis Aksiyon Partner (BAP) duly designated;
 5. Any officer/employee designated/authorized by the Regional Director; and
 6. An Alternate Representative from the First and Second Level shall serve in case the grievance concerns any of the regular representatives of the Committee.
10. The Agency Head shall ensure equal opportunity for all genders to be represented in the Grievance Committee.
11. The Top Management through the Agency Grievance Committees shall develop and implement proactive measures to include the following HRD interventions and other similar activities that would prevent grievance:
- 11.1 Management Level:
 - a. Managers' Coffee Hour
 - b. Management Bulletin
 - c. Managers' Team-Building Workshops
 - 11.2 Downward Communication:
 - a. Improved Bulletin Boards
 - b. Recognition Program
 - c. Division/Unit Level Team Building
 - 11.3 Upward Communication:
 - a. Employee Counseling Program
 - b. Management Fora
 - c. Job Satisfaction/Organizational Climate Surveys
 - d. Open-Door Policy
 - e. Coffee Break with the Administrator/Deputy Administrator
12. The Agency Grievance Committees created shall conduct continuing information drive on Grievance Machinery among the Agency's officials and employees.
13. The Grievance Committee may conduct an investigation and hearing within ten (10) working days from receipt of the grievance and render a decision within five (5) working days after the investigation, Provided, however, that where the object of the grievance is the Grievance Committee, the aggrieved party may submit the grievance to PPA National Grievance Committee.
14. The Grievance Committee may elevate the grievance to the Civil Service Commission Regional Office concerned only upon submission of a Certification on the Final Action on the Grievance (CFAG) issued. The CFAG shall contain, among other things the following information: history and final action taken by the Agency on the grievance.

In no case shall the Committee issue a CFAG and elevate the grievance to the Civil Service Regional Office until after it shall have exhausted all possible means of conciliation and mediation between and among the parties concerned.

15. The Personnel Section/Administrative Unit of the Agency/Region shall extend secretariat services to the Grievance Committee.
16. The Grievance Committee shall establish its own internal procedures and strategies. Membership in the Committee shall be considered part of the Members' regular duties.
17. The Grievance Committee shall submit a quarterly report of its accomplishments and status of unresolved grievances to the Civil Service Commission Regional Office, copy furnished the concerned PPA Regional Director.
18. Supervisors or officials who refuse to take action on any grievance brought to their attention shall be liable for neglect of duty in accordance with existing civil service law, rules and regulations.
19. The Agency Grievance Machinery Procedures shall be submitted to the Civil Service Commission Regional Office concerned for approval. Subsequent amendments shall be subject to CSC approval and shall take effect immediately.

II. OBJECTIVES

1. General

Create a work atmosphere conducive to healthy supervisor-employee relations and improve employee morale and condition.

2. Specific

- 2.1 Activate and strengthen the Agency's existing Grievance Machinery;
- 2.2. Apply conciliation/mediation as initial process of settling verbal or written grievance;
- 2.3 Settle grievance at the lowest possible level in the organization unit; and
- 2.4 Serve as a catalyst for the development of capabilities of personnel on grievance/dispute settlement, especially among supervisors in the Agency.

III. SCOPE

The PPA Grievance Machinery applies to all levels of officials and employees in the Agency. It may also apply to non-career employees whenever applicable.

IV. DEFINITION OF TERMS

BILIS AKSYON PARTNER – is the counterpart Action Officer of the Civil Service Commission under the Mamamayan Muna Program in every Agency pursuant to CSC MC NO. 3, S. 1994.

GRIEVANCE – a work-related discontentment or dissatisfaction which had been expressed verbally or in writing and which, in the aggrieved employee's opinion, has been ignored or dropped without due consideration.

GRIEVANCE MACHINERY – a system or method of determining and finding the best way to address the specific cause/s of a grievance.

PUBLIC SECTOR LABOR-MANAGEMENT COUNCIL (PSLMC) – the Council responsible for the promulgation, implementation and administration of the guidelines for the exercise of the right of government employees to organize pursuant to Executive Order No. 180.

Please see ANNEX "A" for additional definition of terms

V. APPLICATION OF GRIEVANCE MACHINERY

The following instances shall be acted upon through the grievance machinery:

- a. Non-implementation of policies, practices and procedures on economic and financial issues and other terms and conditions of employment fixed by law, including salaries, incentives, working hours, leave benefits such as delay in the processing of overtime pay, unreasonable withholding of salaries and inaction on application for leave;
- b. Non-implementation of policies, practices and procedures which affect employees from recruitment to promotion, detail, transfer, retirement, termination, lay-offs, and other related issues that affect them, such as failure to observe selection process in appointment, and undue delay in the processing of retirement papers;
- c. Inadequate physical working conditions, such as lack of proper ventilation in the workplace, and insufficient facilities and equipment necessary for the safety and protection of employees whose nature and place of work are classified as high risk or hazardous;
- d. Poor interpersonal relationship and linkages such as unreasonable refusal to give official information by one employee to another;
- e. Protest on appointments; and
- f. All other matters giving rise to employee dissatisfaction and discontentment outside of those cases enumerated above.

The following cases shall not be acted upon through the Grievance Machinery:

- a. Disciplinary cases which shall be resolved pursuant to CSC Uniform Rules on Administrative Cases;
- b. Sexual Harassment cases as provided for in RA 7877; and
- c. Union-related issues and concerns.

VI. GRIEVANCE PROCEDURES

The procedures for seeking redress of grievances shall be as follows:

A. INFORMAL GRIEVANCE RESOLUTION

1. **DISCUSSION WITH IMMEDIATE SUPERVISOR** – At the first instance, a grievance shall be presented verbally or in writing by the aggrieved party to his/her immediate supervisor.

The supervisor shall call for a counseling session for the purpose of settling the grievance among themselves, after which, the latter shall inform the aggrieved party of his/her corresponding action within five (5) working days from the date of presentation.

Provided, however, that where the object of the grievance is the immediate supervisor, the aggrieved party may bring the grievance to the next higher supervisor.

2. **APPEAL TO THE HIGHER SUPERVISOR** – If the aggrieved party is not satisfied with the result of the counseling session, he may submit the same grievance in writing within five (5) working days to the next higher supervisor, who shall conduct further counseling with the same parties involved and render a written decision within five (5) working days upon receipt thereof.

B. FORMAL GRIEVANCE RESOLUTION

1. **REGIONAL /CENTRAL OFFICE GRIEVANCE**

- a. **Preparatory Activity**

A separate preliminary conference with the individual parties shall be conducted by the Committee, purposely to attain the following:

- a.1 Prepare parties for the proceeding;
- a.2 Obtain more information for a clearer and more accurate understanding of the facts and circumstances through clarificatory questions; &
- a.3 Other relevant matters that can be taken during the process.

- b. Presiding Officer's opening statements;

- c. Presentation of issues and concerns of the parties:
 - c.1 The aggrieved party shall first formally present his/her issue/s and concern/s; his witness/es and proper documents to support his/her grievance;
 - c.2 The Party, object of the grievance shall follow to present his/her position, his witness/es and corresponding documents to support his/her grievance.
- d. Presiding Officer's summary of the issue/s to be resolved;
- e. Problem Solving;
 - e.1. Each party is given an opportunity to suggest/propose solution to the issue(s) concern(s) subject of the grievance; &
 - e.2. Each party is given the chance to comment on the suggestion or proposal until they arrived at acceptable solution/s.
- f. Acceptable solution/s to the problem/s is/are binding upon the disputing parties and shall be reduced in writing with both parties voluntarily concurring through their signatures;
- g. If no agreement is reached, the Committee submits its own proposal/s for the settlement of grievance to the parties for them to accept or not to accept such proposal/s;
- h. Solution/s arrived shall be reduced in writing and shall serve as final resolution of the grievance.

The Committee acting as Mediator/Conciliator shall strive to achieve and preserve peace with justice among parties. Both parties have the right to present their grievances and respective positions in a democratic, fair but orderly manner.

The proceedings in a Grievance Machinery shall be kept strictly confidential and minutes shall be taken and filed by the Personnel/Administrative Officer of the Agency/Regional Office.

Unless appealed, the decision of the Grievance Committee shall be final and shall take effect upon the receipt of the copy thereof by all parties involved.

2. APPEAL IN WRITING TO THE NATIONAL GRIEVANCE COMMITTEE

If the aggrieved party is not satisfied with the decision of the Regional/Central Office Grievance Committee, he may elevate his grievance within fifteen (15) working days from receipt of the decision to the National Grievance Committee that shall make the decision within fifteen (15) working days after receipt of the appealed grievance. Provided, that, where the object of the grievance is the Regional/Division Management, the aggrieved party may bring his grievance to the National Grievance Committee; and Provided further, that where the object of

the grievance is Top Management, the aggrieved party may bring his grievance directly to the Department of Justice.

3. APPEAL TO THE CIVIL SERVICE COMMISSION

If the aggrieved party is not satisfied with the decision of the National Grievance Committee (NGC), he or she may appeal or elevate his or her grievance to the Civil Service Commission Regional Office concerned within fifteen (15) working days from the receipt of such decision. Together with the appeal, the aggrieved party shall submit a Certification of Final Action on the Grievance (CFAG). The Civil Service Commission Regional Office shall rule on the appeal in accordance with existing civil service laws, rules and regulations.

In no case shall the Committee issue a CFAG and elevate the grievance to the Civil Service Regional Office until after it shall have exhausted all possible means of conciliation and mediation between and among the parties concerned.

4. REFERRAL FOR CONCILIATION OR MEDIATION

However, at any stage of the grievance proceedings, by agreement of the aggrieved party and the concerned supervisor and upon approval of the Grievance Committee, the grievance may be referred for conciliation or mediation to any chosen Member/s of the Committee and/or any PPA Official.

The Administrator may also designate/authorize any retired PPA official to act as Conciliator/Mediator.

The conciliation/mediation proceedings shall be private and confidential in nature and records appertaining thereto shall not be used for and against the parties involved therein even if the purpose of settlement has not been achieved.

Corresponding result/s of the proceedings shall be marked "CONFIDENTIAL" and shall be submitted by the Conciliator/Mediator to the Grievance Committee within five (5) working days from completion of said proceedings.

VII. COMPOSITION OF THE GRIEVANCE COMMITTEE

The Grievance Committees shall be composed of the following:

a. National Grievance Committee

1. Deputy Administrator as Chairman
2. All Members of the Committee created pursuant to SO No. 647, s. 01 dated December 12, 2001

b. Central Office

1. Administrative Officer or authorized representative as Chairman;
2. Two (2) Division Chiefs as Members, chosen/elected from among themselves;

3. Two (2) members from the First and Second Level who shall serve for a term of two (2) years and chosen through a general assembly or any other mode of selection to be conducted for the purpose. The First Level Representative shall participate in the resolution of the grievance of first level employees, while the Second Level representative shall participate in the resolution of the grievance of second level employees;
4. An Alternate Representative from the First and Second Level shall serve in case the grievance concerns any of the regular representative of the Committee;
5. Duly designated Bilis Aksiyon Partner (BAP); and
6. Any Officer/Employee designated/authorized representative by the Administrator

c. Regional Office

1. Administrative Officer or authorized representative as Chairman;
2. Two (2) Chief Parole and Probation Officers chosen/elected from among themselves;
3. Two (2) members from the First and Second Level who shall serve for a term of two (2) years and chosen through a general assembly or any other mode of selection to be conducted for the purpose. The First Level representative shall participate in the resolution of the grievance of first level employees, while the Second Level representative shall participate in the resolution of grievance of the second level employees;
4. An Alternate Representative from the First and Second Level shall serve in case the grievance concerns any of the regular representative of the Committee;
5. Duly designated Bilis Aksiyon Partner (BAP); and
6. Any officer/employee designated/authorized representative by the Regional Director

RESPONSIBILITIES

In finding the best way to address specific grievance, the Committee shall have the following responsibilities:

1. Establish its own internal procedures and strategies. Membership in the Grievance Committee shall be considered part of the Members' regular duties.
2. Develop and implement proactive measures or activities to prevent grievance such as those enumerated under No. 11 of the Basic Policies. Minutes of the proceedings of these activities shall be documented for record and audit purposes;

3. Conduct continuing information drive on Grievance Machinery among its officials and employees;
4. Conduct dialogue and/or counseling between and among the parties involved;
5. Conduct an investigation and hearing within ten (10) working days from receipt of the grievance and render a decision within five (5) working days after the investigation. Provided, however, that where the object of the grievance is the Committee itself, the aggrieved party may submit the grievance to Top Management;
6. Act as conciliator/mediator when necessary;
7. Direct the Secretariat to document the proceedings, including the preparation and signing of written agreements reached by the parties involved;
8. Issue Certification of Final Action on the Grievance (CFAG) which shall contain , among other things, the following information: history and final action taken by the Agency on the grievance; and in no case shall the Committee issue a CFAG and elevate the grievance to the Civil Service Regional Office until after it shall have exhausted all possible means of conciliation and mediation between and among the parties concerned.
9. Submit a quarterly report of its accomplishments and status of unresolved grievances to the Civil Service Commission Regional Office concerned.

VIII. GRIEVANCE FORMS

The following forms shall be used:

Republic of the Philippines
Department of Justice
PAROLE AND PROBATION ADMINISTRATION
Quezon City

<div style="border: 1px solid black; padding: 5px; display: inline-block;">GRIEVANCE FORM</div>	
<hr/>	
Date Filed	
<hr/>	<hr/>
Name of Aggrieved Party	Section/Division/Office
<hr/>	<hr/>
Position Title/Designation	Aggrieved Party's Immediate Supervisor
Nature/Subject of Grievance: _____	
ACTION/S DESIRED: _____	

<hr/>	
Signature of Aggrieved Party	

Republic of the Philippines
Department of Justice
PAROLE AND PROBATION ADMINISTRATION
Quezon City

GRIEVANCE AGREEMENT FORM

Date Filed : _____

Name of Parties to a Grievance :

Nature of the Grievance : _____

Steps Toward Settlement : _____

Agreements Reached :

We promise to abide by the above-stated agreement.

Aggrieved Party

Person Subject of Grievance

Chairman Grievance Committee

Republic of the Philippines
Department of Justice
PAROLE AND PROBATION ADMINISTRATION
Quezon City

CERTIFICATION OF FINAL ACTION ON THE GRIEVANCE

This certifies that the grievance filed by: _____
(Aggrieved Party)

on _____ has been acted upon by this Committee on _____

Final Action Taken: _____

Date _____

Chairman
Grievance Committee

IX. EFFECTIVITY

This Grievance Machinery issuance shall take effect immediately upon approval by the Civil Service Commission Regional Office concerned. Subsequent amendment shall likewise be submitted to the Regional CSC for final evaluation/approval and shall take effect immediately.

X. COMMITMENT

I hereby commit to implement the provisions of the Grievance Machinery and take necessary action in accordance with existing civil service law and rules against supervisors/officials who refuse to act on a grievance brought before their attention.

(Sgd) GREGORIO F. BACOLOD
Administrator

May 20, 2002
Date

APPROVED BY:

(Sgd.) AGNES D. PADILLA
Director IV
CSC Regional Director
Signature over Printed Name

5-31-02
Date

“ANNEX A”

PROGRAMS DESCRIPTIONS

1. Manager’s Coffee Hour

All division/department/unit heads together with the Administrator and Deputy Administrator set aside a certain day/time once a week to have coffee and exchange bits of information on an informal level. It can just be a stand-up half hour where gossips, intrigues, feedback, etc. are exchanged. Work-related problems are reserved for discussion during management meetings.

Managers can feel refreshed and “into the thick of things “ as a result of half an hour coffee break together.

2. Management Bulletin

A monthly bulletin for managers summarizing relevant information, new policies, directives, etc. both internal and external. This may increase manager’s awareness of new information and help them in planning and making necessary decisions.

3. Manager’s Team Building

A team-building workshop for managers is necessary in order to foster better working relationships, communication networking, feedback systems, and awareness of each other as persons.

4. Improved Bulletin Boards

Better location, formatting and maintenance of bulletin boards, as well as seeing to it that information posted is news and not stale information.

5. Recognition Program

Once a year, a day maybe set aside to give contributions to the service. Tokens of appreciation may be presented to awardees.

6. Unit Level Team-Building

Each unit should be given a chance to learn to relate to each other as persons in a team to be more effective and results-oriented. Clearing communication barriers between and among each other can contribute a lot towards better working relationships and minimizing interpersonal problems.

7. Employee Counseling Program

Any condition, or combination of conditions, both on or off the job , may cause a need for counseling. The general objective of counseling is to give employees support in dealing with their emotional problems so that they may work more effectively.

8. Management Forum

A once-a-month management forum during which anyone may address questions to management maybe a good way of clearing the air gossips, doubts, rumors among employees, or discuss any suggestions affecting the service. Management on the other hand, may take the opportunity to make important announcement, clarify sources of insecurity/doubt among employees. The regular getting together to discuss is also a good way of maintaining a positive working atmosphere.

9. Job Satisfaction/Organizational Climate Survey

The survey is a powerful diagnostic instrument for looking at employee problems. Valuable communication brought on by the survey is another important reason for conducting it. It may also result in improved attitudes since it may be perceived as a tangible expression of management's interest in employee welfare, which gives the employee cause to feel better toward management.

10. Open-door Policy

The open-door policy is a statement that employees are welcome to come to the manager's offices, for a visit on any matter that concerns them. But since there maybe psychological and social barriers that may make employees reluctant to enter, it can be more effective if managers walk through theirs doors and get out among their people.

Or, a hot-line can be installed whereby an appropriate management representative can be provided with inputs regarding issues that concern employees, and can answer phoned-in-queries.

Whatever the approach used, the objective is to show employees that management has an "open door" that is receptive to all employees' questions and inputs.

11. Coffee Break with the Deputy/Administrator

Once a week, a small group of employees are invited to have coffee with the Deputy/Administrator. The objective is for the Director to know and meet employees on an informal basis. This may also help in improving employee morale by making him feel important. During the coffee break, getting to-know-you-better maybe the agenda. The employees may also be encouraged to ask questions or make suggestions.