

NRSP IN PAKISTAN RESPONDS TO EMPLOYEE GRIEVANCES

NRSP (Pakistan) responds to employee grievances using formal channels. These channels include a designated email address that is directed to the institution's General Manager. This channel allows the employee to circumvent his/her manager when this person is implicated in the complaint. Secondly, the employee has the right to contact his/her immediate supervisor or anyone else above that person—including the CEO. The policy applies to all employees (including consultants, interns, probationers, and volunteers) and board members. To encourage employees to use these mechanisms, NRSP:

- Addresses problems quickly. Management discusses problems during weekly and monthly staff meetings, and they include the employee in the resolution, when appropriate.
- Analyzes complaints over time and makes changes to improve employee satisfaction. For example, as result of complaints about workload, NRSP studied employee workloads and found that most employees were working several extra days per month and were not being paid overtime for this work. NRSP revised its policy on overtime pay and introduced additional bonuses and incentives for taking on overtime work.
- Does not punish the employee for raising the issue. Employees feel comfortable raising issues because they do not suffer negative consequences for doing so.
- Publicizes the mechanism widely. All employees are briefed on the policy during orientation, policy modifications are discussed in monthly staff meetings, and the complaints email address is displayed in all offices.

NRSP reports that in addition to boosting employee satisfaction, the complaints mechanism helps build the FSP's reputation as a good place to work, mitigates risks such as employee fraud, workplace harassment, and employee turnover, and gives NRSP valuable ideas for operational changes that will improve the functioning of the FSP.