

# GRIEVANCE MANAGEMENT:

## Building a Fair, Transparent & Responsive Workplace



MALAYSIA HR FORUM ACADEMY,  
MENARA PKNS PETALING JAYA

RM 2,800



100% HRDC Claimable

## **Module Overview**

This program equips HR, managers, and team leaders with frameworks, tools, and confidence to handle employee grievances and stakeholder complaints effectively. It also focuses on establishing clear grievance channels and communication processes internally and externally to build trust and integrity in the organisation.

## **Learning objectives**

1. By the end of this course, participants will be able to:
2. Explain the concept and importance of grievance management in maintaining industrial harmony.
3. Identify common sources of employee grievances and complaints.
4. Apply a structured grievance handling process in line with best practices and employment laws.
5. Develop internal and external grievance reporting channels that are transparent and confidential.
6. Design communication flow and escalation procedures for feedback and concerns.
7. Handle grievance cases with fairness, empathy, and professionalism.

## **Targeted Participants**

- Top Management
  - Middle Managers
  - Managers and professionals who are responsible for HR activities
  - Non-HR professionals who are responsible for HR activities
- professionalism.

## **Method of Training**

A combination of various learning methodologies including lectures, group discussion, case study, group presentation and project discussion.

### **Training Assessment**

Pre and Post training assessments will be conducted to ensure the transfer of learning to participants.

### **Pre-Requisite**

Minimum understanding of Employment Act  
Minimum understanding Industrial Relations Act

## **Contents Day 1 | 9 am – 5 pm**

### **Module 1: Icebreaker & Course Introduction**

Build rapport and clarify course goals

### **Module 2: Understanding Grievances & Complaints**

Define “grievance”, “complaint”, and “concern”; differentiate between personal vs. collective issues

### **Module 3: Causes & Impact of Unresolved Grievances**

Identify root causes (policy gaps, poor communication, favoritism, unclear procedures) and consequences

### **Module 4: Legal Framework & Company Policy**

Understand grievance handling under Malaysian Employment Law, IR Act, and HR best practices

### **Module 5: Designing the Grievance Process**

Learn step-by-step grievance procedures – acknowledgment, investigation, resolution & appeal

## **Contents Day 2 | 9 am – 5 pm**

### **Module 6: Building a Grievance Handling Team**

Identify roles of HR, supervisors, committees, and external parties

### **Module 7: Communication & Feedback Channels**

Design transparent channels for employees and external stakeholders to voice concerns

### **Module 8: Handling Difficult or Sensitive Grievances**

Apply emotional intelligence, neutrality, and confidentiality in grievance interviews

### **Module 9: Reporting, Documentation & Closure**

Learn to record, track, and close grievances professionally with follow-up

### **Module 10: Action Planning & Course Review**

Develop an organisational grievance improvement plan