



# PROMOTING FAIR RECRUITMENT AND EMPLOYMENT

GUIDANCE TOOL

## FOR HOTELS IN QATAR

### CHECKLIST 3

### Effective Company Grievance Mechanisms

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Promoting Fair Recruitment and Employment: A Guidance Tool for Hotels in Qatar - Checklist 3: Effective Company Grievance Mechanisms

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## CREATING AN EFFECTIVE GRIEVANCE MECHANISM: WHERE DO YOU START?

The checklist below presents some of the key principles and steps hotel companies in Qatar should consider when designing and/or reviewing company grievance mechanisms.<sup>1</sup>

The guidance provided is not intended to be prescriptive, but rather a non-exhaustive list of principles that can help hotels determine whether their own grievance mechanism or the systems established by their service providers are adequate and effective, and how to improve them. Where joint committees are established,<sup>2</sup> workers' representatives should be involved in the process of designing and implementing grievance procedures in the company.

<sup>1</sup> These principles are based on existing international voluntary guidance, including the ILO Examination of Grievances Recommendation, No. 130, the UN Guiding Principles on Business and Human Rights and the International Finance Corporation (IFC) Performance Standard 2 on Labour and Working Conditions. A full list of relevant resources is provided at the end of this tool.

<sup>2</sup> Labour Law No. 14 of 2004 of the State of Qatar recommends the establishment of joint committees consisting of management and worker representatives in establishments with 30 or more employees.

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## EFFECTIVE COMPANY GRIEVANCE MECHANISMS: PRINCIPLES & GOOD PRACTICE STEPS

### 1. Right to access judicial or non-judicial remedies

Principle	Objective	Good Practice
<b>Access to other mechanisms available</b>	The grievance mechanism should not prevent access to other judicial or non-judicial remedies that might be available under national law.	Operational-level grievance procedures specifically mention the right of all workers to submit complaints directly to ADLSA, <sup>3</sup> and other remediation channels available.

### 2. Procedural fairness

Principle	Objective	Good Practice
<b>Transparency of the process</b>	Workers should have the right to be informed of, be present at, and participate directly in procedures.	<p>Grievances are handled in a transparent manner and all parties concerned are regularly informed about procedures, next steps and outcomes.</p> <p>Workers are allowed time off in order to take part in procedures.</p> <p>The company keeps written records at all stages of the process, including the initial complaint, investigation notes, responses, meeting notes and outcomes.</p>
<b>Confidentiality</b>	The mechanism should ensure the confidentiality of complaints.	<p>Company policy and grievance procedures specify that complaints will be treated as confidential, protecting the identity of workers and/or whistleblowers.</p> <p>The mechanism allows for anonymous complaints, without requiring personal information or physical presence.</p> <p>Responses to anonymous complaints are disseminated in places that can be seen by all workers.</p>

<sup>3</sup> Workers or employers can raise issues concerning the application of the Labour Law or employment contract directly with the Labour Relations Department of ADLSA. The department should take the necessary steps to settle the dispute amicably within a period not exceeding seven days. If the dispute is not settled within this timeframe, the case should then be referred to the Workers' Dispute Settlement Committee. Further guidance on this procedure is provided under Law No. 13 of 2017 and Ministerial Decision No. 6 of 2018.

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## EFFECTIVE COMPANY GRIEVANCE MECHANISMS: PRINCIPLES & GOOD PRACTICE STEPS

### 2. Procedural fairness (cont.)

Principle	Objective	Good Practice
<b>Reasonable timeframes</b>	Procedures should be as uncomplicated and efficient as possible, allowing enough time for comprehensive investigations while ensuring a swift resolution.	<p>Grievance procedures establish time limits for each stage of the process, as well as an overall time limit for handling and resolving grievances.</p> <p>All parties are kept informed on the duration of procedures throughout the process.</p>
<b>Communication and access to information</b>	All workers should be informed about available channels to raise complaints in a clear and easily understandable manner.	<p>All workers are informed at the time of recruitment, in a language they understand, about company and State-level grievance mechanisms.</p> <p>Workers are given detailed information about how the mechanisms operate and what channels are available to raise concerns. Where joint committees are established, workers' representatives are trained and provide this information to fellow workers.</p> <p>Company personnel policy and grievance procedures specify that migrant workers may seek assistance from their embassies in case of unethical or improper conduct by the company/employer.</p> <p>Information about grievance mechanisms remains easily accessible at all times, including through documentation provided to workers and on notice boards at the workplace and in workers' accommodation.</p> <p>All line managers and senior staff are familiar with the company's grievance procedure.</p> <p>In the absence of a joint committee, the company actively seeks workers' opinions and feedback on complaints mechanisms through regular meetings (e.g. orientation sessions; monthly meetings between workers and a human resources representative; workers' information sessions on company policies).</p>

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## EFFECTIVE COMPANY GRIEVANCE MECHANISMS: PRINCIPLES & GOOD PRACTICE STEPS

### 2. Procedural fairness (cont.)

Principle	Objective	Good Practice
<b>Non-reprisal</b>	Workers should not be subject to any form of reprisal as a result of raising complaints or participating in procedures.	<p>Company policy and grievance procedures guarantee that workers and whistleblowers will not be subject to any form of reprisal, harassment, threat or loss of rights as a result of raising complaints or participating in procedures. This applies to workers raising complaints through company channels or any other State or non-State channels available, including through ADLSA.</p> <p>Company policy and grievance procedures ensure that no hidden costs or loss of remuneration will result from workers' participation in procedures.</p>
<b>Right to be accompanied</b>	Workers should have the right to be accompanied by a colleague, friend or workers' representative.	Grievance procedures guarantee workers' right to be accompanied by a person of their choice in any meetings or hearings, including by a worker representative on any joint committee.

### 3. Additional procedures for vulnerable groups

Principle	Objective	Good Practice
<b>Access for female workers</b>	Grievance mechanism design should take into consideration the protection of female workers.	Grievance focal points are properly oriented and trained to receive and handle complaints from female workers, particularly complaints related to sexual harassment and discrimination.
<b>Access for agency workers</b>	Companies should ensure that agency workers have access to grievance mechanisms.	<p>Company policy guarantees access to grievance mechanisms for all workers, including those recruited by placement agencies.</p> <p>The company takes steps to ensure that all placement agencies have grievance mechanisms in place before entering into a contract (as part of their due diligence process).</p> <p>Placement agencies are informed that any placed workers will be briefed about the hotel company's own grievance procedure and the option to lodge a complaint at any time in case of violation of labour rights (such as non-payment of wages, or sub-standard accommodation).</p>

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## EFFECTIVE COMPANY GRIEVANCE MECHANISMS: PRINCIPLES & GOOD PRACTICE STEPS

### 4. Monitoring and training

Principle	Objective	Good Practice
<b>Ongoing assessment of procedures, and continuous improvement</b>	Grievance mechanisms and management systems should be regularly reviewed.	<p>Grievance mechanisms are reviewed regularly, ensuring that procedures and management systems are up to date and in line with internal policies, national laws and international guidance. The mechanism is regularly improved based on findings.</p> <p>Workers' representatives are involved in the review process, as well as external experts or independent auditors as applicable.</p> <p>The company assists internal and external review processes by forwarding data and findings from grievance procedures. These include types and number of complaints raised, length of procedures, remediation offered and follow up action taken.</p>
<b>Internal capacity</b>	Companies should assess whether there is sufficient internal capacity in terms of staff time, skills and experience to handle grievances and manage procedures.	<p>Comprehensive grievance policy and procedures are developed, including timelines, contact points, and follow up for monitoring purposes.</p> <p>Supervisors and managers are provided orientation and training on the handling of grievances and the management of procedures.</p> <p>The company ensures that no language barrier arises between workers and staff assigned to receive and handle complaints.</p>

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