UNIVERSITY POLICY NO. 032, SERIES OF 2025

POLICY ON EMPLOYEE RIGHTS PROTECTION, GRIEVANCE RESOLUTION, AND EMPLOYMENT AND COMPENSATION APPEALS

SECTION 1. POLICY DECLARATION

Quezon City University (QCU), in fulfillment of its institutional commitment to decent work, social justice, good governance, equitable employment practices, and the protection of employee welfare, hereby adopts this Policy on Employee Rights Protection, Grievance Resolution, and Employment and Compensation Appeals.

The University recognizes that the protection of employee rights requires accessible, transparent, fair, timely, and impartial mechanisms through which faculty members and staff may raise concerns, seek clarification, challenge employment-related decisions, and pursue appropriate remedies.

As a public higher education institution, QCU acknowledges its responsibility to uphold the rights of its personnel and ensure that employment-related concerns are addressed through lawful and established administrative procedures.

Consistent with Sustainable Development Goal 8 (Decent Work and Economic Growth), QCU shall establish an institutional process through which employees may submit grievances, requests for reconsideration, and appeals concerning their employment rights, compensation, benefits, working conditions, and other employment-related matters.

The University shall promote procedural fairness, confidentiality, transparency, accessibility, accountability, and protection against retaliation throughout the grievance and appeals process.

No employee shall be subjected to unlawful intimidation, discrimination, harassment, or retaliation solely for raising a legitimate employment concern or pursuing an available administrative remedy in good faith.

The University shall provide appropriate mechanisms for reviewing employee grievances and compensation-related concerns while respecting applicable Civil Service Commission regulations, government compensation rules, employment laws, collective negotiation arrangements, and other relevant legal requirements.

This policy establishes the institutional framework for receiving, documenting, evaluating, resolving, and monitoring employee grievances and appeals, including procedures for referral to competent external authorities where necessary.

SECTION 2. LEGAL AND POLICY BASES

This policy is anchored on the following legal, regulatory, and international frameworks:

2.1. The 1987 Philippine Constitution, Article III, Section 1. Guarantees due process and equal protection of the laws.

2.2. The 1987 Philippine Constitution, Article III, Section 8. Recognizes the right to form lawful unions and associations.

2.3. The 1987 Philippine Constitution, Article XIII, Section 3. Recognizes workers' rights and the State's responsibility to provide protection to labor.

2.4. Executive Order No. 292, or the Administrative Code of 1987. Establishes relevant principles governing public administration, civil service, and administrative accountability.

2.5. Applicable Civil Service Commission Rules on Employee Grievance Machinery. Provide the framework for establishing and operating grievance mechanisms in government agencies.

2.6. Applicable Civil Service Commission Rules on Administrative Cases and Appeals. Govern administrative disciplinary proceedings, applicable remedies, and appeals within the civil service.

2.7. Republic Act No. 11466, or the Salary Standardization Law of 2019. Establishes the compensation framework for covered civilian government personnel.

2.8. Republic Act No. 6758, or the Compensation and Position Classification Act of 1989. Establishes the compensation and position classification framework for covered government personnel.

2.9. Executive Order No. 64, Series of 2024. Provides for updated government salary schedules, subject to applicable implementation rules.

2.10. Applicable Department of Budget and Management Rules and Regulations. Govern authorized salaries, allowances, benefits, and other compensation-related matters for covered government personnel.

2.11. Executive Order No. 180, Series of 1987. Establishes guidelines concerning the right of government employees to organize and participate in lawful public-sector labor-management relations.

2.12. Republic Act No. 9710, or the Magna Carta of Women. Promotes substantive equality and protection against discrimination.

2.13. Republic Act No. 11313, or the Safe Spaces Act. Establishes protections against gender-based sexual harassment in workplaces and other covered settings.

2.14. Republic Act No. 10173, or the Data Privacy Act of 2012. Establishes requirements for protecting personal information, including employee and grievance records.

2.15. Republic Act No. 11032, or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018. Provides relevant principles of accountable and efficient government service delivery, subject to the applicability of its specific requirements.

2.16. Applicable Commission on Audit Rules and Regulations. Govern the lawful disbursement and accounting of public funds, including employee compensation.

2.17. United Nations Sustainable Development Goal 8. Promotes decent work and the protection of labor rights.

2.18. United Nations Sustainable Development Goal 16. Promotes accountable institutions, access to justice, and inclusive decision-making.

SECTION 3. OBJECTIVES

3.1. General Objective

To establish an accessible, transparent, impartial, and effective institutional mechanism through which Quezon City University employees may raise grievances and appeal employment-related decisions affecting their rights, compensation, benefits, and working conditions.

3.2. Specific Objectives

This policy specifically aims to:

1. Recognize the right of employees to seek appropriate review of employment-related concerns.
2. Establish clear procedures for submitting grievances and appeals.
3. Provide accessible channels for reporting compensation-related concerns.
4. Ensure fair, impartial, and timely evaluation of employee complaints.
5. Establish appropriate internal grievance review and escalation mechanisms.
6. Protect employees against unlawful retaliation for filing legitimate complaints.
7. Promote transparency and accountability in employment decisions.
8. Establish procedures for correcting verified payroll and compensation errors.
9. Facilitate appropriate referrals to competent government authorities.
10. Ensure confidentiality and protection of personal information.
11. Maintain appropriate records of grievances, decisions, and corrective actions.
12. Strengthen institutional compliance with employee rights and employment regulations.

SECTION 4. SCOPE AND COVERAGE

This policy shall apply to employment-related concerns involving QCU personnel, subject to applicable employment classifications, jurisdictional rules, and legal requirements.

4.1. Regular Faculty Members

Faculty members holding permanent or regular appointments shall have access to applicable institutional grievance procedures and legally available administrative remedies.

4.2. Contractual and Temporary Faculty Members

Faculty members engaged through authorized contractual or temporary employment arrangements shall have access to appropriate mechanisms for raising employment and compensation concerns.

4.3. Part-Time Faculty Members

Part-time faculty members may raise concerns regarding authorized compensation, workload, contractual terms, and applicable employment rights.

4.4. Administrative and Support Personnel

Administrative, technical, clerical, maintenance, and other support personnel shall be covered by relevant grievance and appeal procedures.

4.5. Casual and Other Authorized Personnel

Personnel engaged under other legally recognized employment arrangements shall be afforded applicable grievance and appeal mechanisms.

4.6. Job Order and Contract of Service Workers

Individuals engaged through job order and contract of service arrangements may submit concerns involving their contracts, remuneration, and treatment through designated institutional channels.

Such concerns shall be processed according to the legal character of their engagements and applicable contractual and government rules.

4.7. Outsourced and Contractor-Employed Personnel

Personnel employed by contractors or service providers may report concerns involving University operations through designated institutional channels.

Where the concern falls under the contractor's employment responsibility, QCU shall refer the matter to the appropriate employer or competent authority while observing applicable procurement and labor requirements.

4.8. Employees' Organizations and Authorized Representatives

Employees may seek appropriate assistance from recognized employee representatives, unions, or other authorized representatives, subject to applicable rules.

SECTION 5. DEFINITION OF TERMS

5.1. Employee Grievance refers to a work-related concern or complaint involving the interpretation, implementation, or perceived violation of applicable employment policies, rights, benefits, or working conditions.

5.2. Employment Appeal refers to a request for review of an employment-related decision through an authorized internal or external procedure.

5.3. Compensation Appeal refers to a request for review of a decision or action concerning salary, wages, allowances, benefits, payroll deductions, or other remuneration.

5.4. Grievance Machinery refers to the institutional mechanism established to receive, evaluate, and address matters within its lawful jurisdiction.

5.5. Grievant refers to an employee or other eligible individual who submits a grievance.

5.6. Respondent refers to the office, official, or individual whose action or decision is the subject of a complaint, where applicable.

5.7. Grievance Committee refers to the designated body responsible for reviewing grievances within the scope of its authority.

5.8. Request for Reconsideration refers to a request that an authorized decision-maker review an earlier determination, where permitted under applicable rules.

5.9. Retaliation refers to unlawful adverse treatment imposed because an individual raised a legitimate concern, participated in a grievance process, or exercised a protected right.

5.10. Corrective Action refers to an authorized measure intended to address a verified employment-related concern.

5.11. External Administrative Remedy refers to a complaint, appeal, or other proceeding before a competent government authority.

SECTION 6. GENERAL POLICY GUIDELINES

6.1. Recognition of Employees' Right to Raise Grievances

QCU shall recognize the right of employees to raise legitimate concerns concerning their employment rights, compensation, benefits, and working conditions.

Employees shall have access to appropriate institutional channels for seeking clarification, requesting review, and pursuing available remedies.

6.2. Accessibility of Grievance Procedures

The University shall establish accessible procedures for submitting grievances and compensation appeals.

Appropriate submission channels may include:

1. Written submissions to the Human Resource Management Office.
2. Official University email channels.
3. Designated grievance forms.
4. Submission through authorized employee representatives.
5. Other approved institutional reporting mechanisms.

Employees shall be informed of available procedures and relevant contact information.

6.3. Matters Covered by the Grievance Process

Subject to applicable jurisdictional limitations, grievances may concern:

1. Salary computation and payroll errors.
2. Delayed or disputed compensation.
3. Authorized allowances and benefits.
4. Workload assignment and distribution.
5. Implementation of employment policies.
6. Interpretation of applicable employment conditions.
7. Working conditions and workplace facilities.
8. Access to employment-related opportunities.
9. Alleged discrimination in employment practices.
10. Other matters appropriate for resolution through institutional grievance procedures.

6.4. Matters Requiring Specialized Procedures

Certain employment concerns shall be referred to the appropriate legally prescribed procedures rather than decided through the general grievance mechanism.

These may include:

1. Formal administrative disciplinary cases.
2. Appeals involving appointments or personnel actions governed by specific civil service rules.
3. Sexual harassment complaints.
4. Cases involving corruption or other offenses requiring investigation by competent authorities.
5. Matters reserved for courts or external government agencies.
6. Collective negotiation disputes governed by applicable public-sector labor regulations.

The University shall not use the general grievance process to replace mandatory procedures established by law.

6.5. Fair and Impartial Review

All grievances shall be reviewed fairly, objectively, and without unlawful discrimination.

Officials directly involved in a contested decision or having a material conflict of interest shall not participate in determining the merits of the grievance where disqualification is required.

6.6. Protection Against Retaliation

No employee shall be subjected to unlawful retaliation solely for submitting a legitimate grievance or participating in an authorized appeal process in good faith.

Allegations of retaliation shall be referred for appropriate review.

6.7. Confidentiality and Data Privacy

The University shall protect grievance records and personal information in accordance with applicable laws.

Information shall be disclosed only to authorized persons with a legitimate need to participate in the process or as otherwise required by law.

Confidentiality shall not prevent legally required reporting, investigation, or disclosure.

6.8. Employee Assistance and Representation

Employees may seek appropriate assistance from authorized employee representatives or other permitted advisers during grievance proceedings.

The extent of representation shall be governed by applicable rules and the nature of the proceeding.

6.9. Informal Resolution

Where appropriate and voluntary, employment concerns may initially be addressed through discussion with the immediate supervisor or concerned office.

Informal resolution shall not be mandatory where inappropriate, including situations involving serious allegations, conflicts of interest, or circumstances requiring formal reporting.

6.10. Formal Grievance Submission

Where informal resolution is unsuccessful, inappropriate, or not pursued, an employee may submit a formal grievance through the designated institutional channel.

The grievance shall identify:

1. The nature of the concern.
2. The relevant employment decision or action.
3. The date or period involved.
4. Available supporting information.
5. The remedy or clarification requested.

6.11. Compensation-Related Appeals

Employees may request review of matters involving:

1. Basic salary computation.
2. Payroll deductions.
3. Authorized allowances.
4. Benefits administration.
5. Teaching-load compensation.
6. Overtime or additional compensation, where legally applicable.
7. Employment classification affecting compensation.
8. Other authorized remuneration.

Compensation reviews shall be conducted in coordination with the appropriate Human Resource Management, Payroll, Finance, and Legal Offices.

6.12. Verification of Compensation Concerns

Compensation-related grievances shall be evaluated using relevant employment and payroll records.

Verification may include:

1. Appointment documents.
2. Employment contracts.
3. Applicable salary schedules.
4. Payroll records.
5. Approved workload assignments.
6. Authorized benefit entitlements.
7. Applicable compensation regulations.

6.13. Correction of Verified Errors

Where a payroll or administrative error is verified, the concerned office shall recommend or undertake appropriate corrective measures within its lawful authority.

Any compensation adjustment or payment shall comply with applicable government financial management, compensation, and auditing requirements.

6.14. Written Communication of Decisions

Employees shall receive appropriate written notice of the outcome of their grievances.

Where applicable, the notice shall include:

1. A summary of the concern.
2. Relevant findings.
3. Applicable policy or legal basis.
4. The decision or action taken.
5. Available reconsideration or appeal remedies.
6. Applicable filing periods and receiving authorities.

6.15. Review and Escalation

Employees dissatisfied with an initial grievance determination may seek further review through the appropriate institutional or external procedure, where legally available.

The University shall inform employees of relevant avenues for review without restricting their rights to seek remedies before competent authorities.

6.16. Protection of Existing Legal Remedies

Nothing in this policy shall diminish or restrict employees' rights under applicable laws, civil service regulations, employment agreements, or other legally established procedures.

Internal grievance procedures shall not be represented as automatically suspending statutory filing deadlines.

SECTION 7. EMPLOYEE GRIEVANCE AND APPEAL PROCEDURES

7.1. Step 1: Initial Consultation or Reporting

An employee may initially raise an employment-related concern with the immediate supervisor, concerned office, or designated Human Resource Management Office.

Where appropriate, the concern may be addressed through clarification, correction, or voluntary informal resolution.

7.2. Step 2: Formal Filing of Grievance

If the concern remains unresolved or requires formal review, the employee may submit a written grievance to the designated receiving office.

The receiving office shall acknowledge receipt and determine the appropriate processing channel.

7.3. Step 3: Preliminary Assessment

The designated office shall conduct a preliminary assessment to determine:

1. Whether the concern falls within the institutional grievance process.
2. Whether additional information is required.
3. Whether a specialized procedure applies.
4. Whether the matter requires referral to another office or authority.
5. Whether immediate protective measures are warranted.

7.4. Step 4: Referral to the Appropriate Reviewing Authority

Grievances within the general grievance machinery's jurisdiction shall be referred to the appropriate reviewing officer or committee.

Matters governed by specialized rules shall be referred to the competent office or authority.

7.5. Step 5: Review and Evaluation

The reviewing authority shall examine relevant documents, applicable policies, and other appropriate information.

The concerned parties shall be afforded procedural opportunities required by the applicable rules.

7.6. Step 6: Issuance of Findings or Resolution

The authorized reviewing body shall prepare findings or a resolution identifying the applicable basis for its determination.

The resolution shall be communicated to the concerned employee through an appropriate official channel.

7.7. Step 7: Request for Reconsideration or Appeal

Where permitted, the employee may request reconsideration or pursue an appeal before the appropriate authority.

The employee shall be informed of applicable filing periods, jurisdictional requirements, and available remedies.

7.8. Step 8: Implementation of Approved Corrective Measures

The responsible office shall implement corrective measures approved by the competent authority.

Implementation shall be documented and monitored.

7.9. Step 9: Case Closure and Recordkeeping

A grievance shall be recorded as closed only when the relevant institutional process has been completed or appropriately referred, without misrepresenting unresolved external proceedings as finally resolved.

The designated office shall maintain records of the disposition and any required follow-up.

SECTION 8. PROPOSED INTERNAL SERVICE STANDARDS

Subject to applicable Civil Service Commission rules and other legally prescribed deadlines, QCU may adopt the following internal administrative targets:

Process	Proposed internal target
Acknowledgment of grievance receipt	Within 3 working days
Preliminary assessment and routing	Within 5 working days after receipt of sufficient information
Request for additional documentation	As soon as practicable during preliminary review
Initial review or referral	Within 10 working days after preliminary assessment, where practicable
Communication of determination	Promptly after issuance by the authorized office
Monitoring of approved corrective actions	According to the approved action schedule

These are **proposed institutional service targets**, not representations of statutory appeal periods.

Where an applicable law, Civil Service Commission rule, collective negotiation procedure, or other governing regulation prescribes a different timeline, the legally applicable requirement shall prevail.

SECTION 9. INSTITUTIONAL GRIEVANCE MACHINERY

9.1. Establishment or Designation

QCU shall establish or formally designate an appropriate Employee Grievance Machinery consistent with applicable Civil Service Commission requirements.

The machinery shall have a documented mandate, membership structure, operating procedures, and reporting responsibilities.

9.2. Composition

The composition of the grievance machinery shall comply with applicable public-sector rules, including relevant requirements concerning management and employee representation.

The University shall ensure that members have appropriate knowledge of employment regulations and grievance procedures.

9.3. Functions

The designated grievance machinery shall:

1. Receive or review matters within its jurisdiction.
2. Facilitate appropriate grievance resolution.
3. Evaluate relevant employment concerns.
4. Recommend or issue determinations within its lawful authority.
5. Refer matters requiring specialized procedures.
6. Maintain appropriate grievance records.
7. Monitor implementation of relevant corrective measures.
8. Recommend improvements to institutional grievance procedures.

9.4. Independence and Conflict of Interest

Members shall disclose relevant conflicts of interest and refrain from participating where disqualification is required.

9.5. Administrative Support

The Human Resource Management Office or another designated unit shall provide appropriate administrative and records management support.

SECTION 10. ROLES AND RESPONSIBILITIES

10.1. Office of the University President

The Office of the University President shall provide overall institutional leadership, policy direction, and oversight.

10.2. Office of the Vice President for Administration or Equivalent Office

The designated administrative office shall oversee implementation and coordinate appropriate institutional responses.

10.3. Human Resource Management Office

The designated Human Resource Management Office shall:

1. Disseminate grievance procedures.
2. Receive and document employee concerns.
3. Conduct preliminary routing and assessment.
4. Coordinate with relevant reviewing authorities.
5. Maintain appropriate grievance records.
6. Monitor approved corrective actions.
7. Prepare periodic implementation reports.

10.4. Employee Grievance Machinery

The designated grievance machinery shall exercise its responsibilities within the scope of applicable laws and institutional procedures.

10.5. Finance and Budget Office

The designated Finance and Budget Office shall assist in reviewing compensation-related concerns and evaluating the financial implications of authorized corrective measures.

10.6. Payroll Unit

The designated Payroll Unit shall:

1. Verify relevant payroll records.
2. Review alleged payroll errors.
3. Provide appropriate compensation documentation.
4. Implement authorized payroll corrections.
5. Maintain relevant audit records.

10.7. Legal Office or Equivalent Unit

The designated legal office shall provide guidance concerning jurisdiction, procedural requirements, employment regulations, and appropriate administrative remedies.

10.8. Academic and Administrative Offices

Academic and administrative offices shall cooperate with authorized grievance reviews and provide relevant documentation.

10.9. Employees and Authorized Representatives

Employees and their authorized representatives shall submit concerns in good faith and cooperate with applicable review procedures.

SECTION 11. MONITORING, EVALUATION, AND PERFORMANCE INDICATORS

QCU shall establish a monitoring and evaluation framework to assess the accessibility, effectiveness, and fairness of its employee grievance and appeal processes.

Performance indicator	Measurement or monitoring requirement
Institutional grievance and appeals policy	Approved and publicly accessible policy
Functional grievance machinery	Formal designation and operating procedures
Employee awareness	Number of information sessions or orientations
Grievances received	Number of formally documented cases
Compensation-related grievances	Number of pay and benefits concerns received
Cases appropriately resolved	Number and percentage of cases resolved within institutional authority
Cases referred to competent authorities	Number of documented referrals
Average processing time	Average working days for completed institutional cases

Corrective actions completed	Number and percentage of approved corrective measures implemented
Employee appeals	Number of requests for review or appeal
Retaliation concerns	Number of reported concerns and appropriate dispositions
Annual implementation review	Completion of the annual grievance machinery report

Performance reports shall distinguish resolved cases, pending cases, withdrawn cases, and cases referred to external authorities.

SECTION 12. DOCUMENTATION AND RECORDKEEPING

QCU shall maintain appropriate documentation to demonstrate the implementation of its grievance and appeal procedures.

Relevant documents may include:

1. Approved Employee Rights and Appeals Policy.
2. Official grievance machinery designation.
3. Grievance committee composition and terms of reference.
4. Employee grievance forms.
5. Written grievance submissions.
6. Acknowledgment records.
7. Case tracking registers.
8. Relevant review and evaluation records.
9. Written determinations and resolutions.
10. Compensation verification reports.
11. Corrective action records.
12. Appeal and referral records.
13. Employee orientation materials.
14. Annual Grievance and Appeals Implementation Reports.

Individual case records shall be protected in accordance with applicable confidentiality, data privacy, and records management requirements.

SECTION 13. EMPLOYEE AWARENESS AND CAPACITY BUILDING

The University shall promote employee awareness of grievance and appeal procedures.

Appropriate activities may include:

1. New employee orientation.
2. Faculty and staff information sessions.
3. Human resource policy briefings.
4. Publication of grievance procedures.
5. Dissemination of official contact information.
6. Training for grievance officers and committee members.
7. Information on applicable external administrative remedies.

The University shall ensure that relevant procedures are reasonably accessible to employees across different employment categories.

SECTION 14. FUNDING AND RESOURCE SUPPORT

Implementation of this policy shall be supported through appropriate University resources, subject to approved budgets and applicable government regulations.

The University may allocate resources for grievance administration, employee orientation, records management, training, and other authorized activities.

Any financial corrective action shall comply with applicable government compensation, budgetary, and auditing requirements.

SECTION 15. COMPLIANCE AND ACCOUNTABILITY

All concerned University offices, officials, and personnel shall comply with the provisions of this policy and applicable grievance procedures.

Allegations of procedural misconduct, unlawful retaliation, or other violations shall be referred to the competent authority.

The University shall monitor compliance with approved grievance resolutions and corrective measures.

SECTION 16. POLICY DISSEMINATION AND PUBLIC ACCESS

Upon approval, this policy shall be disseminated to all faculty members, administrative personnel, and relevant stakeholders.

The policy and general procedures for filing grievances shall be made publicly accessible through the official Quezon City University website and other appropriate institutional communication platforms.

The University shall publish or otherwise communicate the designated grievance receiving office and appropriate contact information.

Individual grievance records shall remain subject to applicable confidentiality and data privacy requirements.

SECTION 17. POLICY REVIEW AND CONTINUOUS IMPROVEMENT

This policy shall be reviewed at least once every three (3) years, or earlier when warranted by changes in applicable Civil Service Commission rules, government compensation regulations, institutional employment arrangements, or employee rights requirements.

The designated coordinating office shall conduct an annual implementation review.

Findings shall inform improvements in grievance processing, employee communication, procedural fairness, and institutional accountability.

SECTION 18. SEPARABILITY CLAUSE

If any provision of this policy is declared invalid or unenforceable by competent authority, the remaining provisions shall continue in full force and effect.

SECTION 19. REPEALING AND AMENDING CLAUSE

All existing University policies, memoranda, guidelines, and procedures inconsistent with this policy shall be reviewed and, where appropriate, amended or superseded in accordance with applicable institutional procedures.

SECTION 20. EFFECTIVITY

This policy shall take effect upon approval by the University President, subject to any additional approval requirements under applicable laws, University governance rules, and institutional procedures.

All concerned University offices shall undertake the necessary measures for its dissemination, implementation, monitoring, and evaluation.

APPROVED BY:

DR. THERESITA V. ATIENZA
University President

Date Approved: May 26, 2025

Cc: *Office of the Vice President for Academic Affairs*
Office of the Vice President for Administration and Finance
Records Management Office