



OSHC "Barqi Tojik"

LABOR MANAGEMENT PROCEDURES

for

NUREK HYDROPOWER REHABILITATION PROJECT

FINAL

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1 Introduction

The World Bank is providing financing for the Nurek Hydropower Rehabilitation Project, which includes four major components:

- Refurbish the generating units and key infrastructural components of the plant
- Replace auto-transformers used to evacuate the generated electricity (this is partly financed by the Eurasian Fund for Stabilization and Development)
- Design and implement dam safety enhancement measures
- Provide technical assistance needed for project implementation, including rehabilitation of the Nurek bridge over the Vakhsh River.

In accordance with the Financing Agreements for the Project, OSHC OSHC “Barqi Tojik” is the Executive Agency responsible for implementation of the Project, which has in its structure the Project Realization Group (PRG), which will be the responsible agency for project implementation. OSHC “Barqi Tojik” is the state-owned company responsible for production, transportation, transfer, distribution, and sale of electricity and heat energy in Tajikistan. OSHC “Barqi Tojik” also is responsible for actions of a number of joint stock companies operating in the field of electric power. OSHC “Barqi Tojik” operates five hydroelectric power stations and three heat and power plants as well as more than 60,000 kilometers of power lines. As of early 2020, the company employed about 13 296 persons.

This document is the Labor Management Procedure that will apply during OSHC “Barqi Tojik’s” implementation of the Project, which includes the construction phase and then operation of the plant by Nurek HPP. It is intended to ensure that OSHC “Barqi Tojik” meets the requirements of the World Bank’s Environmental and Social Standard (ESS) 2, “Labor and Working Conditions” and the requirements of the Tajikistan Labor Code. The document is organized as follows:

- Section 2 estimates the number of workers who will be involved in the Project
- Section 3 describes the timing and nature of labor requirements, including the number, source, and likely characteristics of the workforce
- Section 4 describes project activities and potential risks to workers
- Section 5 provides an overview of key provisions in relevant legislation
- Section 6 describes the OSHC “Barqi Tojik” staff who will be responsible for the Project
- Section 7 identifies OSHC “Barqi Tojik” policies and procedures governing employment and labor relations
- Section 8 defines the age of employment
- Section 9 describes the terms and conditions of employment
- Section 10 summarizes the worker grievance redress mechanism
- Section 11 describes how OSHC “Barqi Tojik” will manage contractors
- Section 12 describes how OSHC “Barqi Tojik” will ensure primary suppliers do not use child or forced labor or expose workers to unsafe conditions.

2 Number of Project Workers

The precise number of project workers who will be employed for the various subprojects is not yet known. However, current (necessarily speculative) estimates are as follows:

- OSHC “Barqi Tojik’s” Project Realization Group employs 52 workers and 17 of them will be directly related with the Project implementation. An International Project Management Consultant supports PRG. The Group currently has staff environmental specialist and will also appoint a consultant environmental, social, and health and safety (ESHS) specialist who will be on-site at least half the time in support of the Project Management Consultant.
- The Project Management Consultant employs six full-time employees (three foreign and three Tajik nationals) and one part-time (two days per month) ESHS specialist (Tajik national).
- One contractor is currently implementing Phase 1 works and there will be four others, all of which may have one or more subcontractors. Total employment could reach about 650, including about 450 for Phase 2 works. The main contractors will complete the following project components, the first of which is being completed as Phase 1 and the remainder as part of Phase 2:
 - Electromechanical equipment and penstocks phase 1. A total of 202 workers are currently employed for these Phase 1 activities, about 20 percent of which are unskilled and the remainder semi-skilled or skilled. Of the 202, 180 are Tajik nationals and 22 are expatriates; six employees are women. Employment will remain approximate the same during Phase 2.
 - Geotechnical investigations and dam monitoring. About 50 workers will be employed, about 20 percent unskilled.
 - Civil works including bridge. About 150 workers will be employed, about 40 percent unskilled. Of the workers, about 100 will be involved in bridge rehabilitation.
 - Hydromechanical equipment. About 150 workers will be employed, about 20 percent unskilled.
 - Switchyard. About 100 workers will be employed, about 20 percent unskilled. This is being financed by Eurasian Fund for Stabilization and Development (EFSD).

Bidding documents to select the Phase 2 contractors for the subcomponents being financed by the World Bank are still in the process of preparation, using World Bank Standard Procurement Documents (works without prequalification). Some tenders are underway and others will be announced later in 2020. OSHC “Barqi Tojik” has appointed Stucky Ltd. as the Project Management Consultant. In that role, Stucky will supervise all works, including contractor ESHS performance.

3 Timing and Nature of Labor Requirements

3.1 Timing

Work on the various project components will proceed on their own schedules. At present, the timing is expected to be as follows:

- Work began on rehabilitation of the power plant electromechanical equipment in January 2019 and is expected to be complete in 2023 (some work may carry into Phase 2).
- Work will begin on geotechnical investigations and dam monitoring in mid-2020 and last until mid-2024.
- Work on the dam safety civil works, including the bridge rehabilitation, will begin in 2021 and last through 2025.
- Rehabilitation of the hydromechanical equipment and of penstocks is to begin in mid-2020 and last about two years.
- The switchyard will be rehabilitated beginning in mid-2020 and work will last for approximately two years.

3.2 Source of workforce

Most unskilled and semiskilled workers will come primarily from Nurek City and the Surrounding area, although some may be from elsewhere in Tajikistan, primarily Dushanbe. Many of the semiskilled and skilled positions such as managers, engineers, forepersons, drivers and equipment operators, and electrical workers are likely to come from outside the area, with perhaps 5-10 from outside Tajikistan. Nurek HPP employs about 770 workers and will continue operating during the rehabilitation process

3.3 Type of workers

It is expected that project will engage the following categories of project workers, as defined by ESS2:

Direct workers: Direct workers for the rehabilitation works will include project managers and supervisors who are OSHC “Barqi Tojik” employees and Nurek HPP employees and who will be involved in project implementation. The estimated number of direct workers dedicated to the project would probably be about 24 OSHC “Barqi Tojik” staff. OSHC “Barqi Tojik” employees will be mainly from the Project Realization Group and will be assigned to work on this Project, including about eight (8) new employees who were hired especially for the project and will be permanently based at Nurek HPP. Similarly, direct employees will include those from Nurek HPP who are involved in HPP operations during and after construction. Nurek HPP current employs 773 workers; Nurek is not expected to hire new staff but will continue to operate with the existing workforce.

Direct workers would also include independent consultants, who are specialized in certain disciplines (such as social safeguards and community relations). These consultants will be hired under individual contracts, on a part-time basis, with specific definitions of assigned tasks and responsibilities. At least one such direct worker is known, as described above: a half-time (or more) ESHS specialist to be hired by OSHC “Barqi Tojik” to support the Project Management Consultant’s supervision of contractors’ ESHS performance. It would also include a third-party consultant who is hired to complete an audit of ESHS performance during the first year of construction and again just before project completion.

Contracted Workers: Contracted workers for the rehabilitation works will include the seven professionals from Stucky Ltd, which is the Project Management Consultant and acting as the Supervising Engineer. These on-site workers, three of whom are foreign professionals, will be supported by managers and staff from the Stucky home office and other offices. Using World Bank Standard Procurement Documents, OSHC “Barqi Tojik” has sought or will seek bids for various aspects of the Project, including electromechanical works at the HPP, for geotechnical investigations and dam monitoring, for dam safety civil works (including the bridge), for rehabilitation and replacement of hydromechanical equipment. The number of workers they will employ is not known but is likely to be about 650, with 202 currently employed for rehabilitation of electromechanical works and penstock. For civil works, including bridge rehabilitation, total employment is also unknown but is expected to be about 150, with about 100 involved in the bridge rehabilitation. Some of the contractors will engage multiple subcontractors but that will not be known until contractors are selected. The subcontractors’ workforces will be also considered to be contracted workers.

Community workers: Community workers will not be employed.

Migrant workers: It is expected that the rehabilitation works will require a combination of local workers from nearby communities, workers from other parts of Tajikistan, and possibly workers from other countries. The “internal migrants” would be semi-skilled and skilled workers who already have experience working on similar projects in different parts of the country. Foreign “migrant” worker would be management and technical staff and possibly a few household staff (for cleaning, cooking, etc.). The number of migrant workers would depend on decisions made by contractors. Based on previous experience in Tajikistan, the distribution during construction could be about 10 percent international, 25-30 percent from other parts of Tajikistan, and 40-65 percent from the local area.

No migrant workers are expected to be employed during HPP operations except a few who may commute from Dushanbe.

It is not clear at the time of preparation if primary supply workers¹ are relevant to the Project. If it is found during implementation that primary supply workers are relevant, all contractors will be required to verify that their vendors do not use child or forced labor. If they are found to use child or forced labor, or to have been so accused or sanctioned, contractors will have to disqualify those suppliers

3.4 Workforce characteristics

As noted, the required workforce for the Project will include a mix of unskilled and semiskilled construction labor as well as technicians, electricians, and engineers, especially for the electromechanical works. About 25 percent of the construction workforce will be unskilled labor.

¹ Primary suppliers are those suppliers who, on an ongoing basis, provide directly to the project goods or materials essential for the core functions of the project (ESS2, paragraph 3, footnote 5).

Taking into account the nature of the project workforce and characteristics of the labor force market in Tajikistan, it is likely the workforce, especially the lower-skilled workers, will be predominantly male. It is possible that women could represent perhaps 5- 10 percent of the workforce, and those would likely be technical (e.g., engineering) and/or staff working in the operation offices and camps (maids, cooks, cleaners etc.). Of current contract workers (construction contractor and Stucky), 201 of 209 (96 percent) are male. All workers are and will be over 18 and will probably average 30-40 years old.

4 Potential labor risks

4.1 Project activities

Rehabilitation of the generation facilities, HPP infrastructure, and the nearby bridge will take place on the premises of the current facilities and not require any additional land. HPP rehabilitation will include the following activities:

- Establishment of one or more construction laydown and storage areas, perhaps on Nurek property and possibly on former industrial sites in Nurek City, and possible rental or other arrangements for worker accommodations. This will be determined by mutual agreement between the Project Management Consultant and the respective contractors, and possibly local civil authorities.
- Refurbishment of six turbines (three have been completed under Phase 1) and of HPP infrastructure that is not completed under Phase 1
- Geotechnical investigations and dam monitoring
- Dam safety civil works, including rehabilitation of the bridge
- Hydromechanical equipment, including repairs to tunnels and spillways
- Replacement/refurbishment of autotransformers and high voltage equipment.
- After construction is complete, operation and maintenance of the HPP will continue.

Rehabilitation of the bridge will include:

- Establishment of a construction laydown and storage area in a vacant area in close proximity to the bridge. The site will be determined by mutual agreement between OSHC “Barqi Tojik” and the lead contractor, and possibly local road and/or civil authorities.
- Demolishing and replacement of one abutment and one pier. Repairs of one or more of three spans, the second abutment, and two piers.
- Total replacement and reconstruction of the existing steel structure.
- Possibly establishment of a temporary pedestrian crossing during the construction process.

The bridge is owned by the Executive Authority of the city of Nurek, not by OSHC “Barqi Tojik”. It is serviced by relevant divisions of the city. After construction is complete, the bridge will be turned back to the Authority, which will be responsible for operation and maintenance. OSHC “Barqi Tojik” will have little or no influence after construction is complete.

4.2 Key labor risks

The key risks to workers during HPP rehabilitation would be health and safety risks arising from demolition and removal of existing materials and from transport and installation of various project components, including turbines, wires and cables, generators, transformers, etc. Other typical risks would include exposure to physical hazards from use of heavy equipment, working at height, trip and fall hazards, exposure to noise and dust, falling objects, exposure to hazardous materials (cement, fuels, paints, solvents, and particularly asbestos), and exposure to electrical hazards from the use of tools and machinery and from electrical works. During operation, key risks would be “routine” health and safety risks, including especially risks from working with electricity and working near water.

Key risks to workers from bridge rehabilitation would include many of the same risks, with the added risk of working outdoors. There would be no risk of exposure to asbestos, but there could be a risk of exposure to lead-based paint. In addition, working over water would present a risk to bridge workers, but there would be less risk of electrocution.

As the activities will involve hazardous work, persons under the age of 18 will not be employed on the project. All workers could be exposed to some occupational health and safety hazards; the table below identifies the primary risks.

Primary Risks to Workers			
<i>Bridge rehabilitation</i>	<i>HPP rehabilitation and ongoing operation</i>	<i>HPP operation after rehabilitation</i>	<i>Risk</i>
✓	✓	✓	Carrying heavy loads
✓	✓	✓	Exposure to chemicals (e.g., paints, fuels, fresh concrete)
	✓		Exposure to asbestos
✓	✓		Project-related traffic accidents
✓	✓	✓	Working at heights
	✓	✓	Working in confined spaces
	✓	✓	Working with electricity
✓	✓	✓	Working around vehicles and machinery
✓			Working over water
✓			Exposure to extreme weather
	✓	✓	Exposure to electromagnetic fields

As can be seen, HPP workers during operation after construction is complete could be exposed to many of the same risks as during rehabilitation, but many fewer workers and much less frequently, and generally less hazardous physical work. The primary risks for most workers during HPP operation would be the risk of electrocution from working with and near electricity, working at heights, and in some cases working near water.

OSHC “Barqi Tojik” has a well-developed program for occupational health and safety and is experienced at overseeing contractors’ safety programs as well. Similarly, Stucky is a well-regarded international consultant. Stucky’s contract provides for very limited ESHS capability, however, and as a result OSHC “Barqi Tojik” will appoint a consultant to provide most ESHS supervision, as noted above. The Environmental and Social Management Plans require bidding documents to require contractors to submit information on their Occupational Health and Safety programs as part of their proposals, and the strength of those programs will be among the criteria used by OSHC “Barqi Tojik” to select the contractors.

No other labor risks are considered to be significant. Barqi Tojik’s Human Resources Department has clear guidelines that meet the requirements of Tajikistan law, which are generally consistent with World Bank requirements. The Project is also assessed as having a relatively low risk of gender-based violence (GBV) risk since many or most workers will be local. A strictly enforced Code of Conduct will be required of all contractors, and this will reduce the risks that could arise from labor influx into rural areas (stress on local services, sex traffic, general disruption, etc.).

Nurek HPP is a long-established and recognized member of the Nurek City community. Throughout construction, Nurek HPP and the Project Management Consultant will remain in communication with community members and leaders and this will allow them to identify any issues before they become problems. However, if labor-related risks arise during project implementation, OSHC “Barqi Tojik” and Nurek will develop procedures to deal with impacts and prevent recurrence. It is noted that previous OSHC “Barqi Tojik” construction projects have not encountered issues related to labor influx or other labor-related issues.

5 Overview of relevant legislation

5.1 Labor legislation

Labor relations are governed by the provisions of the Tajikistan Labor Code (2016, as amended).

5.1.1 Forced labor and child labor

Article 8 of the 2016 Labor Code prohibits forced labor. The Code also sets the minimum age at which a child can be employed as well as the conditions under which children can work (Articles 21, 74, and Chapter 15). The minimum employment age is 15, but in certain cases of vocational training, mild work may be allowed for 14-year-olds (Article 21). In addition, there are some restrictions on what type of work can be done by workers under the age of 18, and what hours of work are permissible. Examples of labor restrictions include that those between 14 and 15 cannot work more than 24 hours per week while those under 18 cannot be engaged in “heavy work, underground work, and work with harmful and dangerous working conditions, as well as work which may be detrimental to their health and moral development” and there are restrictions on lifting (Article 208). Construction work is included among the occupations that cannot employ workers under 18. Those under 18 also may not work more than 35 hours per week; during the academic year, the maximum number of hours is half of this, 12 and 17.5 hours, respectively.

5.1.2 Wages and deductions

Contracts and collective agreements establish the form and amount of compensation for work performed. The Government establishes a minimum wage, and this can be adjusted by an index as appropriate. Work in desert, other arid areas, and mountainous areas is subject to additional

compensation, and work in areas with unfavorable climatic and living conditions may be adjusted based on regional coefficients. This does not apply to the Nurek area.

Employers are obligated to pay workers at least once per fortnight (Article 158). If payment is not paid as specified in the contract and this is the fault of the employer, the employer must then pay interest on the late amount for each day of delay (Article 158). Employers also must pay for work-related damage to health or property (Articles 186 and 187), and families are compensated in case of death (Article 343). Deductions are allowed for specific reasons, but may not exceed 50 percent of the amount owed to the employee, and payment after deductions may not be less than the minimum rate determined by the government (Article 163).

5.1.3 Women

Article 217 prohibits overtime, weekend work, and business trips for women who are pregnant or who have children under three years of age. For women with children between 3 and 14 years of age, overtime and business trips are allowed, but only if the woman agrees. Other gender-specific provisions are described in relevant subsections.

5.1.4 Working hours

The standard work week is 40 hours (Article 67), with less allowed for those under 18 (Article 74). The number of hours per day, and days per week, is established in the contract/agreement between the employer and employee. Breaks for rest and meals must be provided, with the duration established in collective agreements (Article 83). In addition, workers must be given time if needed in order to cool off, to warm up, or to breastfeed children. Details of time off are established in employment contracts and/or collective agreements.

5.1.5 Leave

Workers in Tajikistan are entitled to several kinds of leave, including paid holidays, annual basic minimum leave, maternity leave, child care, and others (Article 90). In addition to nine national holidays, employees have to receive at least 24 days of paid leave per year (Article 19), with workers under 18 years of age receiving at least 30 days and disabled employees receiving 30 days. In addition, those who work in hazardous and difficult conditions must receive at least an additional seven days, or at least eight days if they work under adverse climatic conditions (Articles 95-98). Worker may also be granted additional leave based on their length of service (Articles 100, 102).

Leave without pay may also be taken by certain groups of people and may also be covered in contracts (Articles 116, 117). At termination of employment, employees are paid for unused leave, or they may use the leave as their last days of employment (Article 118).

Women are provided maternity leave for up to 70 calendar days, or 86 days in case of complicated labors, and then are provided 70 days leave after giving birth (110 if twins or more, or in case of complications) (Article 222). Maternity leave is calculated in total and is paid in a lump sum, regardless of the actual number of days off before giving birth. After giving birth, a mother may take additional leave until the child is 18 months old, and unpaid leave until the child is three years old (Article 224). Comparable leave is provided for adoption of newborn babies (Article 226).

5.1.6 Overtime Work

Overtime can be required for up to two hours per day for two days for hazardous and difficult working conditions and for four hours per day in other jobs. Overtime may not exceed 120 hours per year. (Article 79). Overtime for most workers is paid at double the normal wages or can be paid with additional time off (Article 154). Conditions and wages for overtime work are determined in the contract. Night work is paid at a rate of at least 1.5 times the normal rate, as specified in contracts and agreements (Article 156).

5.1.7 Labor Disputes

Labor disputes are considered to be “unresolved disagreement between the employer and the employee on the application of this Code and other normative legal acts of the Republic of Tajikistan on labor working conditions as provided by the labor contract and collective agreements” (Articles 1 and 198). Disputes may be adjudicated by commissions that have an equal number of representative so employees and employers, with employee representatives elected by the employees (Article 199). Commissions must consider issues within seven days (article 203). If the commission does not consider applications seven days, any of the parties may appeal to the courts (Article 205). In addition, the public prosecutor may appeal if the decision is contrary to law “or other normative actions” (Article 192).

Appeals to the commission or the court must be made within a limited period of time after the event that triggered the dispute: within three months for appeals to a commission and for varying periods for appeals to the court (Article 201).

In comparison to individual disputes, collective disputes are “unresolved disagreements between employers (employers’ associations) and the collective of workers (employees’ representatives) on the establishment and changes in working conditions in organizations, the conclusion and implementation of agreements and collective agreements, as well as on the application of the provisions of this Code and other normative legal acts of the Republic of Tajikistan, agreements and collective bargaining agreements” (Article 1). In collective disputes, mediators are selected by agreement of the parties (that is, the union and the employer’s representatives) and must make decisions within 10 days (Article 320). Decisions are binding unless one of the party’s objects within 10 days. If there is no decision within this time, or if there is a disagreement, a “labor arbitration” is created by the parties “with the participation of local government public authority, with the parties selecting the members and chairperson of the arbitration. The arbitration has 10 days to make a decision. (Article 321). If agreement cannot be reached, it is referred to the labor collective or trade union, which can use all means of the law to resolve the issue, including strikes (Article 323). In addition, collective disputes are subject to judicial review if requested by one of the parties (Article 322).

5.2 Occupational Health and Safety Legislation

Occupational health and safety are also governed by the Labor Code. The law specifically includes construction and operation of facilities in the types of occupations that are subject to labor protection laws (Articles 349, 352).

Among other requirements, the law requires employers to:

- Be responsible for ensuring safe working conditions and safety of work at every workplace (Article 331) and for informing workers of workplace conditions and the results of labor inspections (Article 332)
- Apply the means to protect workers individually and collectively (including protective clothing and equipment) (Article 335)
- Provide appropriate work and rest regimes
- Training workers in their jobs and safe methods of work (Article 350)
- Provide instructions on labor protection (Article 336)
- Test and verify the knowledge of workers in working safely
- Provide certifications of workplaces at least every five years
- Investigate accidents (342)
- Provide sanitation and medical services
- Provide access to premises by state officials
- Providing social insurance for accidents and diseases.

Employees, on the other hand, are required to pass initial and periodic tests medical examinations, pass training and periodic checks of their knowledge of their jobs and safety requirements, and to carry out medical and health measures that are prescribed by medical institution if paid by employer.

Not only state officials have the right to inspect premises to verify safety conditions. In addition, trade unions and other employee representatives also may conduct inspections of working conditions and practices and to participate in accident investigations. In general, they have the right to “freely check” compliance with labor protection requirements and propose measures to eliminate violations, which must be considered by the Employer (Article 357).

Employers with over 50 employees must establish a Labor Safety Department. This requirement is met by the HSE Department of OSHC “Barqi Tojik” and of Nurek HPP, and by the Phase 1 contractor. It will also need to be met by other contractors if they employ over 50 people.

The law gives workers the right to refuse to undertake work that violates labor protection requirements (Articles 335, 337, 345). In addition, workers engaged in hazardous working conditions are entitled to free medical and preventative care (Article 333), additional paid leave and other benefits and compensation. In case of disability or death, employers must provide compensation in multiples of average annual earnings as well as other amounts required by law (Article 343).

6 Responsible staff

Technical performance of contractors who perform the work will be supervised by the Project Management Consultant, with support from Nurek HPP staff. The Consultant will be overseen by the OSHC “Barqi Tojik” Project Realization Group (PRG) and respective departments OSHC “Barqi Tojik”, including staff from the Construction Department and the occupational safety and health department. At present, the PRG has an environmental manager who is supported by Project Management Consultant experts as well as well as individual environmental consultants. The Heads of the various Departments of OSHC “Barqi Tojik” will coordinate with the Head of the PRG regarding

the monitoring and managing construction of Stucky and the project itself. Nurek HPP has 773 employees and has a Health, Safety, and Environment (HSE) Department, which reports to the Chief Engineer.

Overall, OSHC “Barqi Tojik” and Nurek HPP will be responsible for implementing this labor management procedure for their own employees. OSHC “Barqi Tojik” will also be responsible for the following actions. The actions will primarily be accomplished through Nurek and Stucky, although ultimate responsibility will remain with OSHC “Barqi Tojik”.

- Ensuring that contractors who are rehabilitating the HPP and the bridge and undertaking other activities under the Project, and who are supervising the work, prepare their own labor management procedures (Contractor’s LMP) that comply with this labor management procedure, and also prepare occupational health and safety plans before mobilizing to the field. Through Stucky, OSHC “Barqi Tojik” will approve the procedures and plans before issuing notices to proceed with construction works, and Nurek HPP’s new and/or updated procedures and plans will also be approved by OSHC “Barqi Tojik” prior to recommissioning and operation.
- Monitoring to verify that contractors are meeting obligations toward contracted and subcontracted workers as required by Tajikistan law, this LMP, the General Conditions of Contract, and the Special Conditions of Contract.
- Monitoring contractor’s implementation of their approved Contractor’s LMP.
- Monitoring compliance with occupational health and safety standards at all workplaces in line with Tajikistan occupational health and safety legislation, this LMP and Contractor’s LMP, and the approved Occupational Health and Safety Plans
- Ensuring all workers who are employed on the Project are trained in the safe performance of their jobs
- Ensuring that the Grievance Redress Mechanism for project workers is established and implemented in line with this LMP and that workers are informed of its purpose and how to use it
- Monitoring implementation of the Worker Code of Conduct
- Reporting to the World Bank on performance as required by the finance agreement.

Contractors will be responsible for the following:

- Developing their own labor management procedure (Contractor’s LMP) and an occupational health and safety plan based on this LMP and the ESMP, which will apply to their own and subcontractor employees who work on the projects. These procedures and plans will be submitted for Stucky’s review and approval, and workers will need to receive induction training, before the contractors are allowed to mobilize to the field.
- Employ or appoint qualified social, labor (human resources), and occupational safety experts to prepare and implement labor management procedures, occupational health and safety plans, and to manage subcontractor performance
- Supervise their subcontractors’ development and implementation of labor management procedures and occupational health and safety plans, or require that subcontractors adopt and comply with the Contractor’s LMP and occupational health and safety plan.

- Maintain records of recruitment and employment of contracted workers
- Communicate clearly job descriptions and employment conditions to all workers
- Develop and implement a Worker Redress Mechanism, or implement OSHC “Barqi Tojik’s”, including ensuring that grievances received from their own and subcontractor employees are resolved in a timely manner, and reporting the status of grievances and resolutions on a monthly basis
- Have a system for regular review and reporting on labor and on occupational safety and health performance
- Provide induction (including social induction) and regular training to employees in labor protection requirements, including training on their rights under Tajikistan law, on the risks of their jobs, and on measures to reduce risks to acceptable levels
- Ensure that all contractor and subcontractor workers understand and sign the Code of Conduct prior to the commencement of works, and supervise compliance with the Code.

After the bidding processes are completed and the Contractors are known, this labor management procedure can be updated to include additional details about companies and procedures, as necessary.

7 Policies and procedures

This section outlines the main policies and procedures to be followed during the construction phase of the project. As needed, this section will be updated and amended as needed, after construction contracts have been awarded.

Labor relations are controlled by the Tajikistan Labor Code, labor contracts between OSHC “Barqi Tojik” and employees, and the Collective Agreement between OSHC “Barqi Tojik” and the Labor Union. These instruments apply to direct workers (that is, to OSHC “Barqi Tojik” employees working on the Project). OSHC “Barqi Tojik” employees are subject to a Code of Conduct. Contractors will also be subject to their own companies’ Codes of Conduct, which will be approved by Stucky before the contractor is allowed to mobilize to the site. The principles and procedures presented below represent the basic requirements, but should not be considered an exhaustive list of requirements.

As specified in the Labor Code, employment of Project workers will be based on the principles of non-discrimination and equal opportunity. There will be no discrimination with respect to any aspects of the employment relationship, including recruitment, compensation, working conditions and terms of employment, access to training, promotion or termination of employment. The following measures will be developed by contractors and monitored by OSHC “Barqi Tojik” (through Stucky) to ensure fair treatment of all employees:

- Recruitment procedures will be transparent, public and non-discriminatory, and open with respect to ethnicity, religion, sexuality, disability or gender.
- Applications for employment will only be considered if submitted via official application procedures established by the contractor.
- Clear job descriptions will be provided in advance of recruitment and will explain the skills required for each post.

- All workers will have written contracts describing the terms and conditions of work and will have the contents explained to them. Workers will sign the employment contract.
- Unskilled labor will be preferentially recruited from Nurek City and nearby areas, with a goal of at least 50 percent.
- Other than casual employees who are not hired for extended periods, employees will be informed at least two months before their expected release date of the coming termination. If more than 50 workers will be terminated within any three-month period, the contractor will prepare a retrenchment plan for review and approval by OSHC “Barqi Tojik”.
- Contracted workers will not be required to pay any hiring fees. If any hiring fees are to be incurred, these will be paid by the Employer (in this case, the “Employer” could be OSHC “Barqi Tojik”, Nurek HPP, Stucky, or contractors).
- Employment terms and conditions will be communicated in a language that is understandable to both parties.
- In addition to written documentation, an oral explanation of conditions and terms of employment will be provided to workers who may have difficulty understanding the documentation. It is noted that language-related problems are not expected, but if they are, interpretation will be provided for workers as necessary.
- Foreign workers will have valid work permits that will allow them to work in Tajikistan.
- All workers will be 18 years old or more. This will be a requirement in OSHC “Barqi Tojik” contracts with contractors.

As noted above, OSHC “Barqi Tojik” has labor and health and safety procedures which cover all its activities, including management in the field of teams of engineers, technicians and other personnel, and technical teams.

OSHC “Barqi Tojik”, through Nurek HPP, will be responsible for all activities during HPP operation, including operation and maintenance of the hydropower facility, substation, and associated facilities. As described above, the bridge will revert to the control of local authorities and OSHC “Barqi Tojik” will have no further oversight or responsibilities related to bridge infrastructure or operations, including labor.

Also as noted previously, companies that submit proposals in response to OSHC “Barqi Tojik” tenders for construction activities will have to demonstrate their capability to manage health and safety risks and will have to provide corresponding documentation. This capacity will be considered during evaluation of proposals. After contract award, contractors will be required to prepare and submit their own labor management procedures that are consistent with this OSHC “Barqi Tojik” procedure. Contractors in turn will ensure that equivalent procedures are implemented by subcontractors, and this will be monitored by Stucky.

Construction contractors will also prepare detailed occupational health and safety plans, which will among other issues include an assessment of the risks of all specific activities to be undertaken and a permitting system that requires special training and authorization to undertake high-risk activities (e.g., working with electricity, at height, over or near water, in or near excavations, in confined spaces, lifting, etc.). All types of works will be covered in the risk assessment.

Contractors will be required to notify OSHC “Barqi Tojik” (through the Project Management Consultant) about any significant event (labor, health and safety, or security incident, accident or circumstance) as soon as reasonably practicable, but within 48 hours after the occurrence of the event, and will investigate and submit a detailed report on the event within 10 working days. Such events would include severe injuries or fatalities, strikes or other labor protests, project-caused injuries to community members, or project-caused damage to public or private property. OSHC “Barqi Tojik” will investigate and prepare a report on the event and corrective action(s) and submit the report to the World Bank as soon as possible, ideally within 10 working days of the event. OSHC “Barqi Tojik” will inform the World Bank of any severe injury that requires off-site medical care and of any fatality incident within 48 hours and submit a detailed incident report as soon as possible, ideally within 10 working days.

As noted, OSHC “Barqi Tojik” will develop and require contractors to implement a Worker Code of Conduct. At the discretion of OSHC “Barqi Tojik’s”, construction contractors may develop their own Code, which will be reviewed by OSHC “Barqi Tojik” and approved if it is consistent with OSHC “Barqi Tojik’s”. The Code of Conduct will reflect the company’s core values and overall working culture. The suggested content of an acceptable Code of Conduct is included in the World Bank Standard Procurement Documents.

The contractors will be required to provide periodic information on the performance in terms of labor issues (e.g., hiring, sex-aggregated employment, grievances) and on occupational health and safety issues (hours worked, minor injuries, lost-time injuries/accidents, and fatalities). The information will be included in the construction contractors’ monthly reports to Stucky and summarized in Stucky’s monthly reports to OSHC “Barqi Tojik”.

In addition, contractors will report on inspections and audits carried out by any local, regional, or national authority. The findings of any such inspection or audit will be presented to OSHC “Barqi Tojik”, and to the World Bank if requested.

8 Age of employment

Tajikistan law prohibits anyone under 18 from performing “unhealthy or heavy” tasks and there are special requirements for leave, work hours, and other conditions of employment for workers under age 18. OSHC “Barqi Tojik” will ensure that no workers under 18 years are employed.

Contractors will be required to verify the identify and age of all workers. This will include requiring workers to provide official documentation, which could include a birth certificate, national identification card, passport, or medical or school record. If a child under the minimum age is discovered working on the project, measures will be taken to immediately terminate the employment or engagement of the child in a responsible manner, taking into account the best interest of the child, and determining (and rectifying) the circumstances under which the employer allowed the child to work.

9 Terms and conditions of employment

The terms and conditions that apply to OSHC “Barqi Tojik” and Nurek employees are set out in the contracts with employees. Terms and conditions of part-time direct workers, including consultants, are determined by their individual contracts. Out of over 12,000 Tojik employees, all are members of the Labor Union. The Collective Agreement with the Union includes terms and conditions that will apply to direct workers.

The work hours for OSHC “Barqi Tojik” employees are 40 hours per week, eight hours per workday. OSHC “Barqi Tojik” compensates its eligible employees for overtime work with additional leave time, as allowed by the national Labor Code. It is noted the Labor Code provides for a work week of 40 hours but allows six-day weeks and this may be required for some project workers. All project workers will receive at least one rest day (24 hours) after six consecutive days of work.

The contractors’ labor management procedures will set out terms and conditions for contracted and subcontracted workers. These terms and conditions will be in line, at a minimum, with this labor management procedure, the Tajikistan Labor Code, and the General Conditions of the construction contract.

10 Grievance Redress Mechanism

OSHC “Barqi Tojik” has a formal system in place which allows all of its employees to raise workplace concerns, and all grievances are tracked from submission through resolution. An example grievance mechanism is presented in Appendix A. This will be the mechanism used for contracted workers, unless OSHC “Barqi Tojik” determines that (a) the existing mechanism is functionally equivalent and OSHC “Barqi Tojik” prefers to use that one, or (b) OSHC “Barqi Tojik” allows contractors to use their own, provided that Stucky finds them functionally equivalent.

Contractors will prepare their own Contractor’s LMP before they begin civil works, and the procedure will include a detailed description of the worker grievance mechanism. OSHC “Barqi Tojik” will require contractors to develop and implement a grievance mechanism for their workforce, including subcontractors, or to formally adopt either the OSHC “Barqi Tojik” mechanism (if it is found to be functionally equivalent) or the mechanism in Appendix A.

The workers grievance mechanism includes, *inter alia*:

- Logistical arrangements for submission and receipt of grievances, such as comment/complaint form, suggestion boxes, email, telephone hotline
- Stipulated timeframes to respond to grievances
- Register and procedures to record and track the timely resolution of grievances
- Assignment of responsible organization and positions to receive, record, and track resolution of grievances, and to communicate with workers who submit grievances.

OSHC “Barqi Tojik” will monitor its own recording and resolution of its own workers, and Stucky will monitor contractor’s recording and resolution, through monthly reports and through periodic checks by Stucky. Stucky will report to OSHC “Barqi Tojik” a summary of contractors’ grievances processing on a monthly basis. A person has been assigned to be responsible for overseeing and implementing the mechanism within OSHC “Barqi Tojik”. The grievance mechanism for this project will be overseen by this person or by another person appointed by the Head of the Project Realization Group.

The worker grievance mechanism will be described in staff induction training, which will be provided to all Project workers, and a description added to the HR Regulations. The mechanism will be based on the following principles:

- The process will be transparent and allow workers to express their concerns and file grievances.

- There will be no discrimination against those who express grievances
- Grievances will be treated confidentially, except anonymous ones.
- Anonymous grievances will be treated equally as other grievances, whose origin is known.
- Workers will be informed of how their grievances are resolved. Resolution of anonymous grievances will be announced to the wider workforce.
- Management will treat grievances seriously and take timely and appropriate action in response.

Information about the existence of the grievance mechanism will be readily available to all project workers (direct and contracted) through notice boards, the presence of “suggestion/complaint boxes”, an emailbox, and other means as needed.

The grievance mechanism will not prevent workers from using the dispute procedures provided in the Labor Code.

11 Contractor management

OSHC “Barqi Tojik” will use the Bank’s 2017 Standard Procurement Document “Works (without prequalification)” for the construction contracts, and these include labor and occupational health and safety requirements, including the Environmental and Social Management Plan for the HPP rehabilitation and the bridge rehabilitation.

As part of the process to select the contractors who will engage contracted workers, OSHC “Barqi Tojik” may review the following information:

- Information in public records, for example, corporate registers and public documents relating to violations of applicable labor law, including reports from labor inspectorates and other enforcement bodies
- Business licenses, registrations, permits, and approvals
- Documents relating to a labor management system and occupational health and safety system (e.g., HR manuals, safety program) which may be required as part of the proposal
- Identification of labor management, safety, and health personnel, their qualifications, and certifications
- Records of labor-related litigation
- Workers’ certifications/permits/training to perform required work
- Records of safety and health violations, and responses
- Accident and fatality records and notifications to authorities
- Records of legally required worker benefits and proof of workers’ enrollment in the related programs
- Worker payroll records, including hours worked and pay received
- Identification of safety committee members and records of meetings

- Copies of previous contracts with contractors and suppliers, showing inclusion of provisions and terms reflecting ESS2 or equivalent requirements.

Construction and other contracts will include provisions related to labor and occupational health and safety as provided in the applicable World Bank Standard Procurement Document and Tajikistan law.

OSHC “Barqi Tojik” will manage and monitor the performance of contractors in relation to contracted workers, focusing on compliance by contractors with their contractual agreements (obligations, representations, and warranties) and labor management procedures. As noted previously, this will be accomplished through Stucky, the Project Management Consultant. The Environmental and Social Management Plans for the HPP rehabilitation and the bridge rehabilitation, respectively, require the Project Management Consultant to develop a Contractor Management Plan for approval by OSHC “Barqi Tojik”. The ESMPs also include specific monitoring requirements, which include periodic audits, inspections, and spot checks of project locations and work sites as well as of labor management records and reports compiled by contractors. Contractors’ labor management records and reports that may be reviewed would include: representative samples of employment contracts or arrangements between third parties and contracted workers, records relating to grievances received and their resolution, reports relating to safety inspections, including fatalities and incidents and implementation of corrective actions, records relating to incidents of non-compliance with national law, and records of training provided for contracted workers to explain occupational health and safety risks and preventive measures. The contract with the Contractor will include non-compliance remedy for possible violation of E&S provisions.

12 Primary suppliers

The World Bank defines “primary suppliers” as “...those suppliers who, on an ongoing basis, provide directly to the project goods or materials essential for the core functions of the project. Core functions of a project constitute those production and/or service processes essential for a specific project activity without which the project cannot continue. World Bank Environmental and Social Standard 1, paragraph 34, footnote 34). Primary suppliers include those who provide goods or materials to construction projects (on an ongoing basis).

OSHC “Barqi Tojik” will require all contractors whose require supplies and materials that meet the definitions above to verify that their vendors do not use child or forced labor. This could be accomplished by having the contractor require prospective providers to include information in their tenders as to whether the prospective supplier has been accused or sanctioned for issues related to child labor, forced labor, and safety. If they are found to use child or forced labor, or to have been so accused or sanctioned, contractors will have to disqualify those suppliers.

Appendix A

Example Grievance Redress Mechanism

Worker Grievance Redress Mechanism

OSHC “Barqi Tojik”

Nurek Hydropower Rehabilitation Project

1 Introduction

The effective implementation of policies and procedures is crucial for any company’s corporate culture. For this reason, it is critical for there to be a mechanism by which employees who perceive injustice, unfair treatment, or violation of policies can express their concerns and be sure they will be addressed.

OSHC “Barqi Tojik”, including Nurek HPP, seeks to provide a working environment in which all employees feel they are an important part of the organization, where employees feel fairly treated, and in which problems that arise can be discussed and resolved at an early stage through open and honest communication. OSHC “Barqi Tojik” will also require its contractors, including the Project Management Consultant, take steps to establish such a favorable working environment. Even in such an environment, however, there may be times when an employee has a dispute with a supervisor or the company which can best be resolved through a formal procedure for dispute resolution.

All disputes between an employee and the employer are to be resolved in accordance with the following procedure. OSHC “Barqi Tojik” reserves the right to modify this procedure at any time and nothing in this procedure should be construed to constitute a contract, or any part of a contract, between the employee and the.

This Grievance Redress Mechanism (GRM, or Mechanism) is intended to enable employees to raise and address any concerns, problems, or complaints they may have so the issues can be resolved promptly, fairly, and in the interest of everyone involved. The company will ensure that employees’ voices are heard. The aim is to make this Mechanism accessible and credible for all workers who are employed on the Nurek Hydropower Rehabilitation Project.

It must be emphasized that the Mechanism should not be used to address issues regarding a worker’s professional performance of duties or the role contained within the employee’s job description or employment contract.

2 Application of the Grievance Redress Mechanism

Many issues may cause worker dissatisfaction and lead to submission of grievances. These could include, but not be limited to, such things as:

- Terms and conditions of employment

- Health and safety issues
- Work relations with co-workers or supervisors
- Mistreatment by supervisors
- Bullying and harassment by co-workers or supervisors
- Unsafe, unhealth, or unpleasant working environment
- Discrimination by the company or supervisors
- Sexual harassment or gender-based-violence
- Organizational change.

This Mechanism or an equivalent Mechanism is available to all employees of OSHC “Barqi Tojik”, of Nurek HPP, of the Project Management Consultant, and of contractors appointed to support the Nurek Hydropower Rehabilitation Project. An employee may raise any issue through the Mechanism if she or he is directly affected or if she or he has observed or is aware of conditions or events that affect other workers.

It is possible that more than one employee may be affected by the same or similar circumstances, which they consider are more effectively dealt with by a collective grievance. In such cases, more than one employee can file a single grievance, and the group of employees will be treated as if they had raised the matter as a single individual. A single notification of grievance will be made and all members of the group may attend any grievance meeting(s) and any appeal(s).

3 Principles

- This Grievance Redress Mechanism is available to all employees who are assigned to work on the Nurek Hydropower Rehabilitation Project.
- All such employees have the right to raise a formal grievance. It is desirable that the employee attempt to resolve the issue informally, but this is not necessary.
- All grievances will be taken seriously and dealt without unreasonable delay. The goal is that all grievances are resolved within 21 days.
- OSHC “Barqi Tojik” will require the Project Management Consultant, Nurek HPP and each contractor appointed to the Project to develop a Grievance Redress Mechanism that is equivalent to the one. The Project Management Consultant will review Mechanisms submitted by Nurek HPP and contractors and approve them when they are determined to be equivalent. OSHC “Barqi Tojik” will review and approve the Project Management Consultant’s Mechanism. Each company will be responsible for resolving its own employees’ grievances, but workers may raise grievances to the next level if she or he is unsatisfied with the proposed resolution by the employer. In case grievances are raised to higher levels, OSHC “Barqi Tojik`s” decision will be considered final.
- The use of the Mechanism does not preclude any employee’s use of legal means to resolve issues, or means provided by unions or other legally constituted groups of employees.
- No decisions will be taken until a reasonable investigation to establish the facts has taken place.

- The employee raising a grievance has the right to be accompanied by a representative to any grievance meeting or appeal meeting under this grievance procedure. This representative may either be a labor union representative or a colleague, at the discretion of the employee. At any meeting the representative may make representations and ask questions but should not answer questions on the employee's behalf.
- If a grievance is made against an individual, that person will be spoken to as part of any investigation and will have the chance to respond to allegations before any final decision is made.
- At any stage in the procedure, or between stages, the employee may seek mediation through the OSHC "Barqi Tojik" and/or Nurek HPP HR Department, as appropriate.
- OSHC "Barqi Tojik" or other employer will make every effort to resolve grievances promptly and informally through discussion and/or mediation. The use of mediation will be at the discretion of the manager responsible for Human Relations and will be considered in appropriate cases.
- Employees and their representatives should make every effort to attend grievance meetings as requested. Employers will provide time to attend such meetings. Failure to attend more than one meeting without adequate reason will result in a grievance being considered abandoned.
- Decisions regarding the resolution of grievances will be communicated to the person who submitted the grievance. If resolution takes more than 15 days, the current status will be reported at least every week until resolution.
- Grievances may be submitted anonymously. In such cases, it will not be possible to report the resolution to the person who submitted the grievance, but the resolution will be reported to all employees via announcements or bulletin board notices.
- No supervisor or manager may retaliate or take any action against an employee who has filed a grievance, regardless of the resolution.

4 Procedure

In general, it is preferred that an employee first address the grievance with her or his immediate supervisor. However, if an employee does not feel able to speak with the immediate supervisor, or if the complaint relates to a supervisor, it may be sent to the next level of management or to the relevant HR Manager. If at all possible, the employee and the person to whom a grievance is reported should discuss options for resolving the matter informally. If such an informal effort is not successful, the formal grievance process can be initiated.

1. Grievances may be submitted in writing or verbally. One or more "complaint boxes" will be placed at locations that are convenient for workers. Boxes will be locked, and only designated HR and/or ESHS personnel will have keys. Boxes will be checked at least two times per week.
2. The head of HR and the ESHS Manager of each organization will establish a standing committee to deal with grievances. This will include the head of HR, the ESHS Manager, and the Project Manager, or their designees. This standing committee will review and be responsible for decisions on all grievances. If one of the members of the standing committee is in any way the subject of a grievance, the Head of HR will appoint an alternate member.

3. Immediately upon receipt of a grievance, it will be logged into a Grievance Register that will be used to track the current status of all grievances and all key steps in the process of resolution.
4. Within three days of receipt of a grievance, the standing committee will assign one or more persons to investigate the facts (this person may not be the subject or otherwise involved in the grievance). This investigation should include interviews of the person who submitted the grievance (unless it was anonymous), any relevant supervisors, and other knowledgeable people. The investigators will then prepare and submit a report that includes a recommended resolution, and the reason for the recommendation. The report will be submitted to the standing committee within one week.
5. The Chair of the Committee will write to the employee acknowledging the grievance and invite her/him to a grievance meeting with the person who is investigating the case. This meeting will be held within one week of the appointment of the investigator and will be held at a time convenient to all parties, especially the person who submitted the grievance. The investigator and the person who submitted the grievance may request that other persons with relevant knowledge or interest be invited to the meeting. At least one member of the standing committee will also attend.
6. The grievance meeting will be led by the member of the standing committee. The employee will be asked to explain the nature of her/his complaint and how she/he considers the matter may be resolved. The investigator will then report findings of the investigation, and others may present information if the chair finds it relevant.
7. If the employee fails to attend the meeting without explanation or it appears that she/he has not made sufficient attempt to attend, the meeting may take place in the absence of the employee.
8. Following the meeting, the standing committee will meet to reach agreement on the resolution, or to allow an extension of time during which further investigations will be made, which may include one or more meeting with the employee.
9. Once a resolution is reached, the employee will be informed in writing of the outcome within 10 working days and told of any action the company proposes to take as a result of the complaint. It is the responsibility of the Chair of the standing committee to ensure that any outcome proposed as a result of the grievance meeting is carried out. Actions proposed will be monitored and reviewed, as appropriate. Where no actions are determined to be needed or appropriate, the Chair of the grievance meeting will make sure the reasons are carefully explained.
10. If employee is not satisfied with the decision of the Committee, she/he may submit a written appeal to the Project Manager (or the head of the Project Realization Group, the PRG). The employee should clearly state the grounds of appeal. This should be done within 10 working days of the written notification of the outcome of the grievance.
11. Where the responsible Manager is satisfied that there are genuine grounds for an appeal, she/he will nominate a suitable manager to consider the appeal. This will be a manager not related to the grievance. Where the Manager is of the view that there are no genuine grounds for appeal, she/he will write to the employee outlining the reasons for this decision.

5 Role of Human Resources and Project Realization Group

The OSHC “Barqi Tojik” HR Department is responsible for implementing this policy within the company and requiring Nurek HPP to implement the policy or an equivalent one within Nurek Hydropower Company. The Project Realization Group is responsible for requiring the Project

Management Consultant and Project contractors to implement this policy or to develop and implement their own.

6 Records

It is the responsibility of the Project Realization Group and/or the HR Department to ensure that accurate records are made. Such records should include:

- The nature of the grievance
- Copy of the written grievance
- Report of findings by investigator
- Summary of meeting(s)
- Decision and reasons for decision
- Records of communication with the employee, including the date the employee is informed of the decision
- Whether there was an appeal and if so the outcome
- Confirmation that actions were implemented as required by the decision.
- Records will be treated as confidential and kept until the end of the Project, or longer if required by each company's internal procedure.
- Summaries of grievances and resolutions will be submitted in monthly progress reports by contractors to the Project Management Consultant and by the Project Management Consultant to OSHC "Barqi Tojik", as required by the Environmental and Social Management Plan.

7 Confidentiality

- The standing committee, the investigator, employees, their representatives, any respondent, and/or witnesses should not discuss the grievance, investigation, or contents of their statements with any other employee or third parties outside of the grievance process.
- Notes will be taken at meetings at each stage of the procedure as a record of proceedings. Notes will not be verbatim (word for word) but will form an accurate summary of the discussions that took place. A copy of all documentation will be kept in the records as noted above.

8 Grievance form

An example of a grievance form is shown below. This form can be used, or another form that provides at least this much information.

Worker Grievance Form			
Grievance reference number (to be filled in at time of registration):			
Contact details (may be submitted anonymously)	Name(s):		
	Address:		
	Telephone:		
	Email:		
Details from identify card (<i>not mandatory</i>)			
How would you prefer to be contacted (check one)	By mail/post: <input type="checkbox"/>	By phone: <input type="checkbox"/>	By email <input type="checkbox"/>
Preferred language	<input type="checkbox"/> Tajik	<input type="checkbox"/> Russian	<input type="checkbox"/> English
Provide details of your grievance. Please describe the problem, who it happened to, when and where it happened, how many times, etc. Describe in as much detail as possible.			
What is your suggested resolution for the grievance, if you have one? Is there something you would like your employer or another party/person to do to solve the problem?			
How was this form submitted to the project?	Website <input type="checkbox"/>	email <input type="checkbox"/>	By hand <input type="checkbox"/>
	In person <input type="checkbox"/>	By telephone <input type="checkbox"/>	Other (specify) <input type="checkbox"/>
Who filled out this form (if not the person named above)?	Name and contact details:		
Signature			
Name of person assigned responsibility (investigator)			
Resolution (including appeals)	Short description of resolution	Accepted? (Y/N)	Acknowledgement signature by employee
1 st proposed solution			
2 nd proposed solution			
3 rd proposed solution			