FEDERATION OF MALAYSIAN MANUFACTURING
NEGERI SEMBILAN BRANCH
MYCOID: 007907X_NSEMBILAN
PROG. NO: 10001769105

NSB/27/2026
October 21, 2026

FMM
FEDERATION OF MALAYSIAN MANUFACTURING

SEMINAR

# MASTERING WORKPLACE GRIEVANCE HANDLING



## TRANSFORM WORKPLACE CONFLICTS INTO FAIR, CONSTRUCTIVE SOLUTIONS

*Equip your leaders with practical skills to handle grievances, maintain compliance, and foster a positive culture.*

**Closing Date: December 4, 2026**

**December 8-9, 2026**
**9.00AM - 5.00PM**

**Royale Chulan Seremban**

**English / Bahasa Malaysia**

## WHO SHOULD ATTEND?

**HR Professionals, Supervisors, Managers, Team Leaders and Executives**

# FMM Seminar on
# Mastering Workplace Grievance Handling

**9.00AM - 5.00PM** | **DECEMBER 8-9, 2026** | **ROYALE CHULAN SEREMBAN**

## Objectives

By the end of the programme, participants will be able to:

- Understand the purpose and importance of grievance procedures.
- Apply company policies and legal principles in grievance handling.
- Conduct fair and impartial investigations.
- Use effective communication and interviewing skills.
- Gather, assess and document evidence professionally.
- Make objective, fact-based recommendations.
- Resolve workplace conflicts through mediation and problem-solving.
- Maintain confidentiality and uphold natural justice.

## Trainer's Profile



**Kanavathi Rajaratnam**

Mr.Kanavathi holds an MBA from Fredrik Taylor University, USA, and is an accredited HRD Corp Certified Trainer. He has brought in over 26 years of corporate leadership and 12+ years of training and consulting expertise in Human Resource Management and Industrial Relations across multinational and local conglomerates. A former Senior HR Manager for a US MNC, he specializes in performance management, conflict resolution, leadership, and workplace misconduct. Known for his engaging and inspiring delivery style, he has successfully trained leaders and teams for major organizations including Sime Darby, Petron, Westport, and Sarawak Energy.

## Course Content

| Time | Program Details – DAY 1 |
|---|---|
| 9.00am | **Module 1: Introduction to Grievance Management**<br>• Definition of grievance<br>• Complaint vs grievance<br>• Types of grievances<br>• Causes of grievances<br>• Effects of unresolved grievances |
| 10.30am | **Morning Coffee Break** |
| 10.45am | **Module 2: Employment Laws and Company Policies**<br>• Employment Act<br>• Company grievance policy<br>• Natural justice principles<br>• Employee rights<br>• Employer responsibilities<br>• Confidentiality |
| 12.00pm | **Module 3: The Grievance Handling Process**<br>The Grievance Flow<br>Employee raises > Immediate Supervisor > Informal Discussion > Resolved? > Yes\|Close > No\|Formal Grievance > Investigation > Findings > Decision > Appeal (if any) > Close & Monitor |
| 1.00pm | **Lunch Break** |
| 2.00pm | **Module 4: Communication Skills**<br>• Active listening<br>• Asking effective questions<br>• Managing emotions<br>• Building trust<br>• Maintaining neutrality |
| 3.30pm | **Afternoon Coffee Break** |
| 3.45pm | **Module 5: Documentation**<br>· Recording grievances<br>• Interview notes<br>• Evidence gathering<br>• Confidential records<br>• Report writing |
| 5.00pm | **End of Day 1** |

| Time | Program Details – DAY 2 |
|---|---|
| 9.00am | **Module 6: Investigation Technique**<br>· Planning an investigation<br>· Interviewing complainants<br>· Interviewing witnesses<br>· Collecting evidence<br>· Evaluating facts<br>**Module 7: Investigation Flow**<br>Receive Grievance > Plan Investigation > Collect Evidence > Interview Parties > Review Facts > Prepare Findings |
| 10.30am | **Morning Coffee Break** |
| 10.45am | **Module 8: Conflict Resolution & Mediation**<br>· Conflict resolution styles<br>· Mediation techniques<br>· Negotiation skills<br>· Restoring workplace relationships<br>· Preventing escalation |
| 1.00pm | **Lunch Break** |
| 2.00pm | **Module 9: Case Studies and Practical Workshop**<br>Participants work in teams on realistic workplace scenarios involving:<br>• Harassment complaints<br>• Supervisor disputes<br>• Bullying<br>• Unfair treatment<br>• Discrimination<br>• Performance-related grievances |
| 3.30pm | **Afternoon Coffee Break** |
| 3.45pm | **Module 10: Action Planning and Course Wrap-Up**<br>• Best practices<br>• Common mistakes<br>• Building a positive workplace culture<br>• Personal action plans<br>• Course review<br>• Questions and answers |
| 5.00pm | **End of Programme** |

# FMM Seminar on Mastering Workplace Grievance Handling

**9.00AM - 5.00PM** | **DECEMBER 8-9, 2026** | **ROYALE CHULAN SEREMBAN**

## PARTICIPATION FEE *(Inclusive of 8% SST)*

**Member** **RM 1,134.00 per pax**

**Non - Member** **RM 1,242.00 per pax**

## PAYMENT METHOD

**1) HRDCORP GRANT (SBL - KHAS SCHEME)**

- No payment to FMM.
- Fund must be sufficient. Fee will be deducted from the employer's HRDCorp contributions.
- Full payment is to be made to FMM in the event that no disbursement from HRDCorp under any circumstances.

**2) DIRECT PAYMENT TO FMM** via Online Banking / Cheque

Payee Name: **FEDERATION OF MALAYSIAN MANUFACTURING**

**Bank Name** **: Malayan Banking Berhad**

**Account No** **: 505176510151**

**SST Registration No** **: W10-1901-32000105**

***To provide FMM with the payment slip / advice once payment has been made.*

## REGISTRATION

- All registration together with the payment should be made before the event date.
- Registration is on a first-come-first-serve basis.
- For SBL-KHAS Scheme, an attendance of 100% is a must, otherwise employers will be billed in full.
- For SBL-KHAS Scheme, grant approval must be provided to FMM at least 3 days before the event date.
- Upon submission of the completed Registration Form to FMM, you are deemed to have read and accepted the terms and conditions. The program would also be deemed as confirmed unless informed otherwise.
- Certificate will only be issued upon full disbursement from HRDCorp / payment from employer.

## REPLACEMENT/CANCELLATION/NO SHOW

- Must be made in writing with reasons to FMM.
- Full payment fee will be charged by FMM for cancellation within 2 days prior to the event
- Participants who **did not turn-up will be charged full payment.** Invoice will be sent to the employer after program ends.
- Replacement can be accepted at no additional cost.
- FMM reserves the right to cancel or reschedule the program. All efforts will be taken to inform participants of the changes.

## REGISTRATION FORM

FMM Negeri Sembilan (Attn: Ms. Eyda/Ms. Niza) Email: herdawaty@fmm.org.my / niza@fmm.org.my Tel No: 06-603 1626 Fax No: 06-603 1628

1) Name : .....
Designation : .....
E-mail : .....
NRIC : .....
Vegetarian : ☐

2) Name : .....
Designation : .....
E-mail : .....
NRIC : .....
Vegetarian : ☐

3) Name : .....
Designation : .....
E-mail : .....
NRIC : .....
Vegetarian : ☐

**Payment:**

Full payment of RM ..... will be made via:-

◯ HRDCorp SBL-KHAS ◯ Online Banking ◯ Cheque

**Submitted by:** ☐ FMM Member ☐ Non-Member

Name : .....
Designation : .....
Company Name : .....
Membership No. : .....
ROC No. : .....
Tel : ..... Fax : .....
TIN No : ..... SST No. : .....
E-mail : .....
Address : .....
: .....
: .....