

## An Affirmative Defense May Exist if:

- Once the Employer knew or should have known of a violation;
  - it investigated
    - &
  - took prompt action reasonably calculated to correct the problem.

## Who Should Investigate?

- Supervisor
- HR
- In House Counsel
- Outside Investigator
  - Non-Attorney
  - Attorney



# Identify the Investigator's Role

- To Be Neutral
- To Gather Information
- To Present Information to Whom?
  - Orally?
  - In Writing? (Signed Witness Statements?)
- To Draw Conclusions?
- To Make Recommendations?



### UNIVERSAL RULES OF THUMB

- R\*E\*S\*P\*E\*C\*T
- Neutral
- Let common sense rule
- 0 Tolerance for retaliation
- Document each step

## THE MOST TYPICAL STEPS

- Enlighten the Accused
- Interview:
  - Complainant
  - Accused
  - Witnesses
- Present the Evidence
- The Decision Makers Review the Evidence
- A Decision is Made
- The Investigation is Closed:
  - Accused
  - Complainant



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#### Title search: Investigations

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