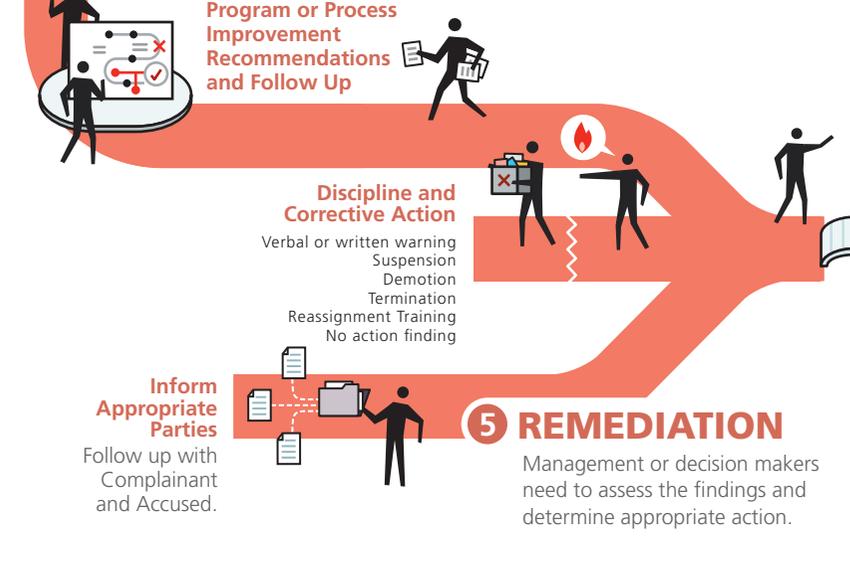
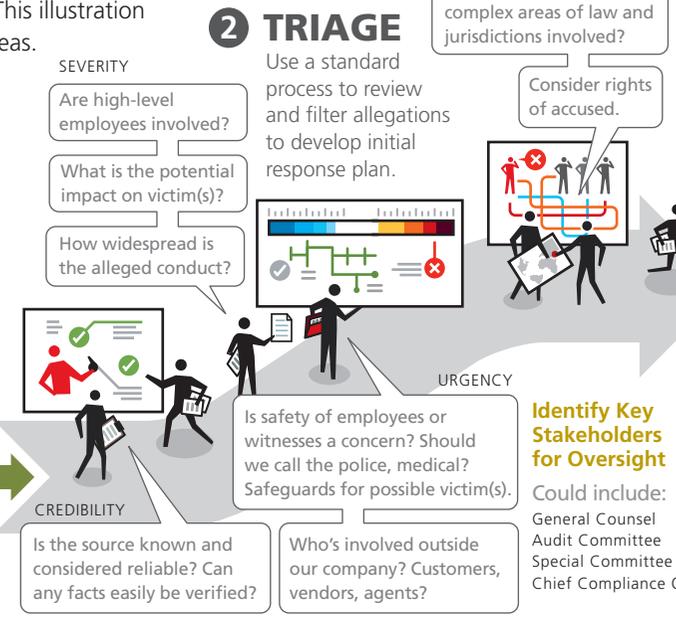


How to Conduct Global HR Investigations

Every organization should have a strong incident management system that includes reporting systems and processes and a response plan to assess, investigate and resolve issues. This illustration can help you implement or refine an investigation process and focus on important areas.



COMMON PITFALLS

- THE FIRST 72 HOURS**
Mistakes in the first 72 hours can cause an investigation to fail. Evidence can be lost; poor documentation can send you down the wrong track.
- MISSING THE FOREST FOR THE TREES**
Carefully parse through different strands so you neither get sidetracked nor overlook issues which may be important and may need to be revisited or separately investigated.
- COMMUNICATE BACK**
Don't leave the complainant hanging or they will assume you are doing nothing. Provide updates that you are actively investigating without sharing details.
- TRAMPLING ON EVIDENCE**
Inexperienced investigators or others in the organization can inadvertently destroy, corrupt or fail to adequately secure critical evidence and can even create new bad evidence.
- ACCEPTING FACE VALUE**
Investigators may have to assess credibility where evidence or accounts conflict. Be careful to suspend your preconceptions.
- CULTURE CLASH**
If you don't understand the culture you may miss what they're trying to tell you or not get the info you need from witnesses.
- RETALIATION**
Retaliation against whistleblowers or witnesses opens you up to additional legal risk and erodes the needed culture of compliance that encourages internal reporting.
- EMPLOYEE RIGHTS**
Be alert to the need to protect the rights, privacy and reputations of investigation subjects and others, balanced with the need to conduct an effective investigation.
- DRAWING LEGAL CONCLUSIONS**
The investigation report should never contain legal conclusions. Remediation decisions will be based on the factual findings.