In his (2009) book, *Conducting Administrative, Oversight & Ombudsmen Investigations* [[1]](#endnote-1)*,* Gareth Jones sets out the following eight principles of excellent investigations.

1. The investigator must be as independent as possible.
2. The investigator must be trained and experienced.
3. All potentially relevant issues must be identified and, where appropriate, pursued.
4. The investigation must be sufficiently resourced.
5. All relevant physical evidence must be identified, preserved, collected and examined as necessary.
6. All relevant documentation must be secured and reviewed.
7. All relevant witnesses must be identified, segregated where practical and thoroughly interviewed.
8. The analysis of all material gathered in the investigation must be objective and based solely on the facts. (p. 10)

In investigating serious human rights complaints and serious violence / harassment complaints there is a greater requirement for the investigator to:

* be independent from the complainant, the alleged perpetrator and the employer;
* be trained and experienced; and
* have sufficient time and resources to conduct a proper investigation.

For these reason many organizations retain an outside investigator to deal with serious human rights complaints and serious violence / harassment complaints. However, serious employee misconduct matters which could result in suspensions with or without pay and/or employee terminations are generally investigated internally by senior management or by the Human Resources Department.

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1. Jones, G. (2009). *Conducting Administrative, Oversight & Ombudsmen Investigations.* Aurora, Ontario: Canada Law Book [↑](#endnote-ref-1)