

Risk-Informed Workplace Investigations

Fair, objective, and defensible investigations aligned to organizational risk

Not every workplace concern requires the same level of investigation.

We align the **scope, depth, and reporting** to the risk and complexity of the issue so you receive work that is proportionate, efficient, and defensible.

The Model

Every Veritas investigation follows the same core principles: independence, procedural fairness, evidence-based analysis, and defensible reporting. What changes is the scope of work, level of analysis, and reporting detail required for the matter.

The Investigation Levels

Preliminary Report (Fact Finding or Threshold Assessment)	Investigation Report (Moderate Risk or Complexity)	Investigation Report (Higher Risk or Complexity)
When it is used	When it is used	When it is used
Lower-complexity matters or early-stage concerns requiring initial fact finding and a recommendation for next steps.	Matters involving a focused set of concerns, lower-level misconduct, and moderate risk of escalation once the scope has been clarified.	Serious or sensitive matters involving multiple parties or allegations, with broader scope, high complexity, or elevated legal, regulatory, labour relations, or reputational risk.
A flexible tool for early-stage concerns	What it includes	What it includes
Depending on the circumstances, a preliminary assessment may involve complaint screening, threshold assessments, focused fact-finding, documentation review, or an assessment of whether a formal investigation or another workplace intervention may be more appropriate.	• Objective interviews and comprehensive evidence review • Defined scope and structured methodology that ensures procedural fairness • Streamlined analysis and credibility assessments	• In depth credibility assessments, evidence review, investigation analysis, and quality assurance before finalization • A rigorous investigation process with defensible analysis and findings
What you receive	What you receive	What you receive
A concise written summary outlining initial facts and recommended next steps, including whether a formal investigation is warranted.	An abridged report outlining the allegations, methodology, key evidence, and findings to support informed decision-making.	A comprehensive report with detailed findings, evidence analysis, and credibility assessments designed to withstand legal scrutiny.

What Stays Consistent

Across all three levels:

- Independent, unbiased process
- Procedural fairness at every stage
- Structured, evidence-based methodology
- Clear, defensible outcomes

When Clients Call Veritas

- When the issue carries real consequences
- When independence matters
- When the process must stand up to scrutiny

Choosing the Right Level

You do not need to decide this alone.

We assess the nature of the concerns, the level of risk, and your organizational context, then recommend the appropriate approach.

How Reporting Differs by Investigation Type

The structure and level of detail vary based on the purpose, risk, and complexity of the matter. The table below provides a general overview of what is typically included at each level, recognizing that not every engagement requires every section.

Report Component	Preliminary Report Fact Finding	Investigation Report Moderate Risk or Complexity	Investigation Report Higher Risk or Complexity
Primary purpose	Preliminary fact-finding and assessment to determine whether the matter should proceed to a formal investigation or to recommend another appropriate next step.	Complete investigation into whether alleged behaviour occurred and, if so, whether it breached applicable policy, policies, or legislation.	A rigorous investigation process supported by thorough analysis and defensible findings.
Mandate and scope	Included.	Included.	Included, including within the Executive Summary.
Background	Concise background only.	Concise background only.	Concise background with additional detail included where needed for context.
Allegations and incidents	Concise overview of facts, information, or allegations	High-level summary of alleged incidents or behaviours.	Structured by allegation and incident, with a higher-level summary also included in the Executive Summary.
Applicable policies / legislation	Identified and reviewed where relevant.	Identified and assessed against the behaviour found to have occurred.	Identified and assessed against the behaviour found to have occurred.
Methodology	Brief description of the preliminary review process, including interview and document review where applicable.	Includes interview process, document review, credibility assessment framework, and analytical framework.	Includes interview process, document review, credibility assessment framework, and analytical framework.
Sources of information / evidence reviewed	Included through an appendices log showing information relied on in the review.	Included through an appendices log showing information relied on in summarizing facts and making recommendations.	Included through an appendices log showing information relied on, an assessment of the credibility of the evidence, summarizing facts, and making recommendations.
Persons interviewed or identified	Person(s) interviewed are listed.	Persons interviewed and, where applicable, persons not interviewed are identified.	Persons interviewed and, where applicable, persons not interviewed are identified.
Interview summaries	Included in a concise format.	Included, with complainant and respondent summaries and concise witness summaries.	Included, with detailed summaries for relevant interviewees.
Credibility assessment	Not a standard section in the preliminary report template.	Concise summary Included, using credibility factors related to honesty and reliability.	Detailed analysis included, using credibility factors related to honesty and reliability.
Analysis and findings	Brief synopsis of analysis and findings.	Concise analysis and findings by allegation.	Detailed analysis and findings by allegation and incident.
Findings table	Not a standard section in the preliminary report template.	Included.	Included.
Recommendations / next steps	Includes a recommendation on next steps, which may include formal investigation, workplace assessment, facilitated resolution or mediation, training, coaching, other workplace interventions, or no further action.	Includes post-investigation next steps and may identify additional factors for client consideration.	Includes post-investigation next steps and may identify general, aggravating, or mitigating factors.

Start Intake

Not sure what level applies? We will help you assess it and take the next step.

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