ATTORNEY-CLIENT PRIVILEGED COMMUNICATION

To: [Designated Administrator/Office/Hearing Officer/Hearing Panel]

From: [Investigator(s) Name]

Date: [Date]

MEMBER NAME: [Name]

Case # [Case #]

On (Date), (name and title) assigned me/us to investigate a complaint by (Complainant).

Complainant(s):

Respondent(s):

Summary of Complaint

On (date of complaint filing) (Complainant) files a complaint of (protected class discrimination/harassment/retaliation) against (Respondent). Specifically, (Complainant) alleges that (Respondent) engaged in the following behaviors:

(1-3 paragraph summary here)

Based on the allegations made, the following System Regulations and Member Rules may be implicated:

1. System Regulation Citation and add link
2. System Regulation Citation and add link
3. Member Rule Citation and add link

Investigation Process
As a part of this investigation, the following individuals were interviewed regarding this complaint:

Date                  Interview

-----                  Name and Status

As a part of this investigation, the following documents were reviewed and considered, and are included for the adjudicatory authority as exhibits.

Exhibit #1: System Policy 08.01, Civil Rights Protections and Compliance
Exhibit #2: System Regulation 08.01.01, Civil Rights Compliance
Exhibit #3: Applicable Member Rule
Exhibit #4: [Complaint]
Exhibit #3: [Interview Summary]
Etc.

**Standard of Evidence**

In reviewing complaints, determinations as to whether or not the alleged actions took place will be made on the basis of a preponderance of the evidence, or what is more likely than not to have taken place based on the available evidence.

**Background**

(text)

**Questions for Investigation**

Based on the initial complaint and the evidence collected, this investigation focused on questions surrounding the following allegations:

A. **Did (Name) (cite behavior)?**

Summarize the inculpatory (argues in favor of involvement/violation) and exculpatory (argues in favor of no violation) evidence. Generally, this begins with a review of the allegations made by the complainant, what evidence supports those allegations, and what evidence does not support those allegations, followed by any response from the complainant, as well as what evidence does not support their assertions. This section should only include information directly relevant to the allegations.

**Examination of Evidence**

This section should now assess the material from the previous section in order to determine whether or not the alleged behavior took place (not whether or not it constitutes a violation). No
evidence should be cited here that has not already been introduced in the previous section. A part
of this analysis should include an analysis of the credibility of the parties providing information.
Credibility assesses the plausibility, consistency, relevance, and bias of both the information being
provided and the people providing it.

Conclusion

Based on the information above, it is the conclusion of this investigation that the allegation is
supported by a preponderance of the evidence, is unsupported by a preponderance of the evidence,
or lacks sufficient evidence to justify additional review.

B. Did (Name) (cite behavior)?

Summarize the inculpatory (argues in favor of involvement/violation) and exculpatory (argues in
favor of no violation) evidence. Generally, this begins with a review of the allegations made by
the complainant, what evidence supports those allegations, and what evidence does not support
those allegations). This section should only include information directly relevant to the allegations.

Examination of Evidence

This section should now assess the material from the previous section in order to determine
whether or not the alleged behavior took place (not whether or not it constitutes a violation). No
evidence should be cited here that has not already been introduced in the previous section. A part
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Conclusion

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supported by a preponderance of the evidence, is unsupported by a preponderance of the evidence,
or lacks sufficient evidence to justify additional review.

Final Comments

Note any observations that a designated administrator, hearing officer, or hearing panel should be
aware of, such as mitigating circumstances or other possible related policy violations, including
overarching credibility issues involving any of the parties or witnesses. Do not make
recommendations for training or sanctions or provide personal opinions.

In cases where inappropriate or unprofessional conduct is identified that is not covered in 08.01 or
08.01.01 or immediately related member rules, please identify those behaviors in a separate memo
and address this memo to the civil rights officer. Keep a copy of this memo attached to the
investigative file.

CC: [Report Recipients]
END OF REPORT