



[TO BE PLACED ON LETTERHEAD]

[Date]

Private & Confidential

Sent via [email, mail, in-person, etc.]

[Person's name]

[Person's address]

Dear [Name]:

Re: Outcome of Complaint Investigation

We are writing to let you know the outcome of our investigation into the complaint involving you which we received on [date].

After meeting with the complainant, we met with you and certain witnesses. We reviewed all of the information and documents gathered in the investigation and have concluded that the complaint is [substantiated, unsubstantiated or inconclusive].

[Include if the complaint is substantiated]: As a result, we will be taking steps to make sure that such a complaint does not happen again in the future. For reasons of confidentiality, we cannot tell you all of the steps that we will be taking but some of these steps include: [list actions that are not confidential].

If you have any questions or concerns about our investigation or its outcome, please let us know by contacting [insert contact information].¹

Thank you.

[Insert name]

¹ Rubin and Thomlinson, *Human Resources Guide to Workplace Investigations* (Canada Law Book: Aurora, 2006) at 205 to 206.