



# Harassment and Discrimination Investigations

## *The Experience*

- ▶ We conduct prompt, sensitive and confidential investigations
- ▶ We frequently investigate high level executives

## *The Plan*

- ▶ We limit our interviews to the critical individuals who are involved
- ▶ We do not to disrupt the organization's operations
- ▶ We gather and review the relevant background material before each interview
- ▶ We take steps to prevent retaliation

## *The Interviews*

- ▶ We create instant rapport with the individuals we interview
- ▶ We ask the right questions in an objective fact-finding approach
- ▶ We uncover the "who, what, when and where" to learn exactly what occurred

## *The Assessment*

- ▶ We look for corroborating evidence through witnesses or documentary information
- ▶ We assess the credibility of the individuals we interview

## *The Report*

- ▶ We prepare a detailed factual report that includes a succinct summary of the facts and our conclusions
- ▶ We reach our conclusion based on the facts and the client's policies

## *The Recommendation and Lessons Learned*

- ▶ We recommend appropriate remedial steps, such as progressive discipline, specialized training, or other measures
- ▶ We educate the client as to preventive HR practices and policies to avoid these situations in the future



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# Who We Are



**Jules Z. Halpern**  
*Founder and Partner*

Jules Z. Halpern is Founding Partner of the Firm. Jules counsels employers in varied industries on employee relations, human resources policies and workplace compliance. He audits clients' employment practices, and delivers anti-harassment, business ethics and human resources-related training. Jules also prepares employment and separation agreements, defends administrative charges and negotiates with government agencies. Jules is a leading local and national lecturer on employment law and related topics.

Jules performs employee harassment/discrimination investigations relating to both non-exempt and exempt employees – the latter from middle management to senior management. Jules especially enjoys the unique challenges involved in conducting investigations, as each piece of the puzzle becomes clearer after all the individuals are interviewed and the relevant documents are analyzed.

Jules also works very closely with school administrations to help them apply employment and education laws to challenging situations, with sensitivity to students and faculty concerns, and practical application to the schools' educational goals.

Before founding the Firm, Jules held senior level human resources and employment law roles within major corporations and was a human resources consultant. He was Senior Director of Employee Relations and employment law counsel at Random House, Inc. and the senior employment attorney at The Home Insurance Company.



**Paul L. Scrom Jr.**  
*Partner*

Paul L. Scrom Jr. is a Partner of the Firm. He has a decade of legal experience and devotes his practice to representing organizations in all employment and education law matters. Paul regularly advises Human Resources executives, in-house counsel, management and business owners on compliance and preventative measures in order to avoid expensive litigation and costly government penalties. His counsel includes issues of employee discipline, terminations, discrimination/harassment, wages and hours, independent contractor classifications, restrictive covenants, cybersecurity and social media. Paul also prepares employee handbooks, employment agreements, separation agreements and other HR documents.

Paul works closely with clients in conducting workplace investigations of discrimination, harassment or employee relations matters. He assists many clients address these complex and often sensitive issues, helping the organizations determine the appropriate course of action.

Paul counsels private and charter schools with the practical application of the many regulations and policies that impact students, administration, faculty and parents. In addition, Paul delivers presentations on HR and education topics, including anti-harassment, wages and hours, disability law, employee investigations, as well as education law.



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