Conducting Internal Investigations:
Gathering Evidence and Protecting Your Company
I. PREPARING FOR AN INVESTIGATION

When Is an Investigation Necessary?
The need for an internal investigation can arise in a number of circumstances. Obviously, internal investigations may be necessary to determine the source of losses caused by fraud. A thorough investigation in these circumstances can enable a company to reduce its losses, identify the perpetrator, gather evidence for a criminal prosecution or civil trial, and recapture some or all of its losses. It can also shed light on weaknesses in the company’s control structure, thereby helping to shore up the company’s internal defenses against future employee misconduct.

In addition to preventing losses due to fraud, an organization or its officers may have legal duties to investigate alleged misconduct. Certain federal statutes, such as the Foreign Corrupt Practices Act (FCPA), are specifically aimed at detecting wrongful conduct and require that companies report specific instances of misconduct. Obviously, to make an accurate report of misconduct, the management will need to conduct an investigation into alleged wrongdoing. Regulatory agencies such as the Securities and Exchange Commission (SEC) require accurate financial reporting by the companies they oversee, and they have the power to impose penalties for reports that are inaccurate or omit facts that could affect the accuracy of the reported information. An investigation can ensure that all relevant facts are known and reported.

Officers and directors of companies are also bound by duties of loyalty and reasonable care in overseeing the operations of their companies. This means they must act in the best interests of the company and take reasonable steps to prevent harm that the company might suffer as a result of employee misconduct. The failure to investigate reliable allegations of misconduct can amount to a violation of this duty, thereby subjecting the director or officer to civil liability for any damages that the company incurs as a result of the failure to investigate.

In many situations, companies must also conduct an internal investigation before they can dismiss an employee who has committed fraud or otherwise violated company rules and policies. A thoroughly documented investigation will help insulate the company from charges that it discriminated against the employee or otherwise wrongfully terminated him.

Where an organization might be liable for the conduct of one of its employees, an internal investigation can help mitigate the company’s liability by cutting off the wrongful conduct before it is allowed to grow, and by demonstrating that the company has an effective program to detect and prevent criminal misconduct by its employees—a factor that provides for the diminishment of fines under the Organizational Sentencing Guidelines.
Preparing for an Investigation

These are only some of the reasons that a company may choose or be compelled to conduct an internal investigation. The remainder of this section will be devoted to explaining exactly when an investigation is called for, and how an organization can prepare itself to not only uncover the facts and evidence that are necessary to fulfill the purpose of the investigation, but also avoid the numerous legal pitfalls that await the unprepared company.

Employer’s Duty to Investigate

When there are signs or suspicions of employee wrongdoing, the employer—and the fraud examiner—face two related questions: (1) whether to conduct an internal investigation of the alleged wrongdoing and (2) whether to voluntarily disclose the results of that investigation to law enforcement or other government agencies. The decision to disclose the results of an investigation is not always voluntary. In many circumstances, companies are required by law to report wrongdoing by their employees or officers. This section will address some of the statutory and common-law duties and other factors that companies should take into account in deciding whether to conduct an internal investigation. Issues relating to voluntary disclosure of the results of an internal investigation and the employer’s right to keep an investigative report confidential will be covered later in this workbook.

It may seem incongruous to speak of an employer’s duty to investigate. After all, if an employee is stealing or otherwise behaving dishonestly, why would an employer need to be compelled to investigate? Would the company not want to conduct an investigation so that it could stop the thefts, possibly recover its losses, and take steps to prevent the illegal conduct from recurring? It is true conducting a thorough internal investigation results in several obvious benefits, but adverse consequences can arise as well. When a company is a victim of employee misconduct, and when that misconduct becomes public, it can potentially harm the company beyond the immediate losses from the theft itself.

As a result of public disclosure, the company may face its own criminal or civil liability or administrative fines because of an employee’s misconduct for which it is legally responsible. Even if the misconduct is already public knowledge and a criminal or civil proceeding has begun, the internal investigation may have an adverse effect on the victim company. The results of the internal investigation may be subject to discovery in a civil or criminal case. Thus, by conducting an internal investigation, a company may unintentionally provide outside investigators with previously unknown evidence that could be used against the company.

EXAMPLE

Acme is under FBI criminal investigation for offenses in connection with corrupt payments to foreign officials. Acme is conducting its own internal investigation, which has focused on Larson, a clerk in the accounts payable department. Larson has refused to answer the FBI’s questions, asserting his Fifth Amendment right against self-incrimination. However, Larson has responded to questions from his own
Preparing for an Investigation

company’s investigators because he understands that he could be fired for refusing to comply with Acme’s internal investigation. (Acme is a private employer and its employees, therefore, do not enjoy constitutional protections in connection with internal investigations.) Furthermore, Larson hopes that the internal investigation will remain confidential and that his cooperation will help him avoid more serious discipline.

However, if the FBI can obtain Larson’s statements to the company or the internal report that reflects Larson’s information, it would have access to information that it could not otherwise obtain from Larson due to his Fifth Amendment protections. Moreover, the government prosecutors then could contend that Larson had waived his privilege against self-incrimination by voluntarily making a statement to the company’s investigator. This might enable the government to force Larson to testify. (See Chapter 6, “Legal Considerations in Interviews,” for further discussion of these Fifth Amendment issues.)

Public disclosure of internal fraud can subject a company to a number of additional adverse financial consequences, such as the loss of collateral business or trading partners, the loss of government licenses necessary for certain regulated activities, or a decline in the value of publicly traded equities. The directors of a corporation might face liability to their shareholders for the losses resulting from the misconduct or for any collateral consequences that result (e.g., fines or other civil liability imposed on the company). These are all factors that can incline a company toward avoiding knowledge of harmful facts.

Conversely, there are a number of legal duties and requirements that might outweigh a company’s desire to ignore an employee or managerial offense. Many companies are required to monitor and report specific kinds of regulated transactions to various government agencies. For instance, financial institutions must file a report with the Financial Crimes Enforcement Network (FinCEN) when they suspect insider abuse by an employee. Furthermore, the officers and directors of all corporations are bound by statutory and common law standards of due care and loyalty in conducting company business.

A company’s managers may find that the best way to fulfill these legal duties and requirements is to conduct an internal investigation of known or suspected misconduct. Put another way, by failing to adequately investigate, a company may not be complying with the law. Note that the decision of whether to investigate is often very fact specific, and whether an investigation is compelled by some other legal duty or requirement is best answered by the company’s lawyer(s) in consultation with senior management and after a consideration of all the relevant facts.

In the remainder of this section, we will review the most common legal duties and requirements that may compel or motivate a company to conduct an internal investigation.
Preparing for an Investigation

Statutory Disclosure Requirements
As mentioned earlier, several factors go into determining whether a fraud investigation should be performed. One of the most deciding factors is whether an applicable law would require an inquiry into the fraud or a disclosure of known fraud to a government agency. If a law imposes such a duty and the company fails to comply, severe penalties may result. Several laws impose disclosure requirements on businesses, including:

- Monitoring and public reporting statutes
- The Sarbanes-Oxley Act
- False statement statutes
- Civil law duties to a company and its shareholders
- Accountants’ and internal auditors’ duties to investigate
- External auditors’ duty to investigate

Monitoring and Public Reporting Statutes
There are a number of statutes and regulations that impose on companies the duty to monitor themselves, file accurate reports and statements, and keep accurate records. These laws do not explicitly require companies to conduct internal investigations; however, there may be an implied duty to investigate internal wrongdoing in order to ensure that a company meets its disclosure requirements (i.e., that its filings are accurate or that it has taken appropriate steps to self-monitor).

For example, public companies are required to file accurate financial information with the SEC. Assume that after a company files its annual report it determines that a massive fraud may have significantly overstated the company’s revenues. Since management has now learned that it filed inaccurate information, it may be required to do whatever is necessary to correct the inaccurate information. This would generally require the company to conduct an investigation of the fraud and file corrected reports. Therefore, the company is, in effect, required to conduct an inquiry or investigation even though the law may not specifically state so.

There are a number of statutes and related administrative regulations that impose monitoring, record-keeping, and reporting requirements on companies. Under these statutes, a company might have an express or implied duty to investigate internal wrongdoing.

Some statutes, such as the FCPA\(^1\) and the Anti-Kickback Act of 1986,\(^2\) are aimed at detecting and disclosing specific wrongful conduct (e.g., bribery of foreign officials or bribery in connection with

---

\(^1\) 15 U.S.C. §§ 78dd(1) and (2) and 78m, among other Sections.

\(^2\) Title 41, U.S. Code, §§ 51–58
Preparing for an Investigation

federal contracts). Besides specifically prohibiting corrupt payments, these statutes require that companies:

- Keep accurate record-keeping concerning subject transactions.
- Report findings of specific misconduct.
- Establish appropriate procedures to prevent and limit the offending conduct.

Other statutes, such as federal and state securities and banking statutes, do not mandate reporting of specific forms of misconduct, but instead require companies in certain regulated industries and activities to prepare and file accurate financial statements and public reports (such as prospectuses, proxy statements, and annual reports) concerning a company’s affairs. These reporting requirements carry with them an implied duty to report certain forms of wrongdoing.

Companies subject to such monitoring and reporting statutes must take steps to avoid omitting or inaccurately reporting facts (including incidents of internal misconduct) that might affect a statement’s accuracy. Violations of these public reporting statutes do not always require fraudulent intent or willful falsification. Furthermore, these statutes may be violated not just when management knows of reportable misconduct and fails to report it, but also when it has indications of possible wrongdoing which it does not disclose.

For example, the SEC enforces the FCPA and other federal securities laws through administrative rules such as:

- Rule 10b-5(b), which prohibits untrue statements or omissions of material facts in the sale of securities
- Rule 13b-2(1), which prohibits falsification of “books, records, and accounts” subject to federal securities laws
- Rule 13b-2(2), which prohibits an officer or director from making a materially false or misleading statement or omission to an accountant in connection with an audit or examination, or a submission to the SEC required by federal securities laws

The SEC takes the position that senior management and corporate counsel who fail to investigate alleged misconduct and fail to establish appropriate procedures for limiting the prohibited conduct may be held liable for violating the FCPA. Similarly, directors and others specified in reporting statutes are responsible for ensuring the accuracy of required corporate public filings, such as prospectuses, proxy statements, and annual reports. The SEC has held directors liable, among other things, for insufficient efforts to ensure adequate information and reporting systems are in place and for ignoring weaknesses in those systems. Moreover, in the SEC’s view, liability for reporting violations may exist not only when responsible individuals actually know of misconduct, but also where they know of facts that indicate
possible wrongdoing. The SEC has stated that it will not tolerate “benign indifference” to employee misconduct.

Thus, an internal investigation may be appropriate or necessary under some circumstances to ensure that public statements and reports are accurate and, where required, to establish adequate procedures to prevent and limit the illegal conduct. The failure to investigate can lead a company to include inaccurate or misleading facts in public filings, for which the company and its directors and other senior management may be held liable even absent fraudulent intent or actual knowledge of the falsehoods.

Management also can incur liability if it fails to inform outside auditors of misconduct that could cause material contingent liabilities or loss of income. By failing to disclose such liabilities or losses, the organization’s required financial statements may not meet Generally Accepted Accounting Principles (GAAP) and may be considered inaccurate or misleading, which is a violation of federal and state securities statutes and regulations. In those cases, using an internal investigation to discover—and report—accurate facts about the misconduct may be the most appropriate action that senior management can take to ensure that financials are accurate and in compliance with GAAP.

The Private Securities Litigation Reform Act of 1995 underscores the importance of an appropriate company response to facts that suggest employee or management misconduct. Under this Act (which is an amendment to the 1934 Securities and Exchange Act), an outside accountant who learns of material illegal acts by the audited company or its employees may be required to inform the SEC of those illegal acts if the audited company’s management fails to take corrective action after it is notified of the illegal acts. Thus, in this scenario, the audited company may be required to initiate an internal investigation in order to determine if the allegations are true, and, if so, what actions are required to correct the situation.

Under these monitoring and disclosure statutes, a subject company’s duty to disclose—and therefore to investigate—typically pertains to facts that are material to the financial statement or other public report. Determining what is material for purposes of these statutes can be complex and is beyond the scope of this course. Legal counsel should be consulted in such cases. However, by way of example, the SEC has found employee or management misconduct to be material in each of the following circumstances:

- The misconduct causes a contingent liability or loss of income or other adverse financial impact that must be shown in the financial statements under GAAP.
- The misconduct reflects on management’s integrity.
- A significant amount of the company’s business depends on the misconduct.
Sarbanes-Oxley Act

On July 30, 2002, President Bush signed into law the Sarbanes-Oxley Act (SOX). This law, which was triggered in large part by several corporate accounting scandals in 2001 and 2002, significantly changed the laws of corporate governance and the rules and regulations under which accounting firms must operate. The Sarbanes-Oxley Act was designed to restore investor confidence in capital markets and help eliminate financial statement fraud in publicly traded companies, while at the same time significantly increasing the penalties for corporate accounting fraud. The most significant changes brought on by the Act include:

- The creation of the Public Company Accounting Oversight Board (PCAOB)
- Requirements for senior financial officers to certify SEC filings
- New standards for audit committee independence
- New standards for auditor independence
- Enhanced financial disclosure requirements
- New protections for corporate whistleblowers
- Enhanced penalties for white-collar crime

Since the enactment of Sarbanes-Oxley, the SEC has issued numerous rules and interpretations that support and expand the Act’s requirements. Below is a summary of some of the most important provisions of Sarbanes-Oxley and the corresponding SEC Releases that relate to fraud detection and prevention. Because these rules are extensive and ever-changing, auditors should periodically review the SEC’s website for updates and new rules at http://sec.gov/rules/final.shtml.

Public Company Accounting Oversight Board

Section 101 of the Sarbanes-Oxley Act establishes the PCAOB, whose purpose is:

> [T]o oversee the audit of public companies that are subject to the securities laws, and related matters, in order to protect the interests of investors and further the public interest in the preparation of informative, accurate, and independent audit reports for companies the securities of which are sold to, and held by and for, public investors.

In short, the PCAOB is charged with overseeing public company audits, setting audit standards, and investigating acts of noncompliance by auditors or audit firms. The PCAOB is appointed and overseen by the SEC, which is part of the executive branch. It is to be made up of five individuals—two who are or have been Certified Public Accountants (CPAs) and three who have never been CPAs. The PCAOB members are appointed by the SEC. Until recently, the members could only be removed for cause by the SEC. However, the Supreme Court held in Free Enterprise Fund v. Public Accounting Oversight Board that this policy impeded the President’s authority under the separation of powers doctrine. Rather than find the PCAOB totally unconstitutional, the court simply excised the for cause provision, leaving it unnecessary for the SEC to have cause to remove members.
Preparing for an Investigation

The Act lists the PCAOB’s duties, which include:

• Registering public accounting firms that audit publicly traded companies
• Establishing or adopting auditing, quality control, ethics, independence, and other standards relating to audits of publicly traded companies
• Inspecting registered public accounting firms
• Investigating registered public accounting firms and their employees, conducting disciplinary hearings, and imposing sanctions where justified
• Performing such other duties as are necessary to promote high professional standards among registered accounting firms, to improve the quality of audit services offered by those firms, and to protect investors
• Enforcing compliance with the Sarbanes-Oxley Act, the rules of the PCAOB, professional standards, and securities laws relating to public company audits

REGISTRATION WITH THE BOARD

Public accounting firms must be registered with the PCAOB to legally prepare or issue an audit report on a publicly traded company. To become registered, accounting firms must disclose, among other things, the names of all public companies they audited in the preceding year; the names of all public companies they expect to audit in the current year; and the annual fees they received from each of their public audit clients for audit, accounting, and non-audit services.

AUDITING, QUALITY CONTROL, AND INDEPENDENCE STANDARDS AND RULES

Section 103 of the Act requires the PCAOB to establish standards for auditing, quality control, ethics, independence, and other issues relating to audits of publicly traded companies. Although the Act places the responsibility on the PCAOB to establish audit standards, it also sets forth certain rules that the PCAOB is required to include in those auditing standards. These rules are:

• Audit work papers must be maintained for at least seven years.
• Auditing firms must include a concurring or second-partner review and approval of audit reports, as well as concurring approval in the issuance of the audit report by a qualified person other than the person in charge of the audit.
• All audit reports must describe the scope of testing of the company’s internal control structure and must present the auditor’s findings from the testing, including an evaluation of whether the internal control structure is acceptable and a description of material weaknesses in internal controls and any material noncompliance.

INSPECTIONS OF REGISTERED PUBLIC ACCOUNTING FIRMS

The Act also authorizes the PCAOB to conduct regular inspections of public accounting firms to assess their degree of compliance with laws, rules, and professional standards regarding audits. Inspections are to be conducted once a year for firms that regularly audit more than 100 public companies, and at least once every three years for firms that regularly audit between 100 or fewer public companies.
INVESTIGATIONS AND DISCIPLINARY PROCEEDINGS
The PCAOB has the authority to investigate registered public accounting firms (or their employees) for potential violations of the Sarbanes-Oxley Act, professional standards, any rules established by the board, or any securities laws relating to the preparation and issuance of audit reports. During an investigation, the PCAOB has the power to compel testimony and document production.

Additionally, the PCAOB has the power to issue sanctions for violations or for non-cooperation with an investigation. Sanctions can include temporary or permanent suspension of a firm’s registration with the board (which would mean that the firm could no longer legally audit publicly traded companies), temporary or permanent suspension of a person’s right to be associated with a registered public accounting firm, prohibition from auditing public companies, and civil monetary penalties of up to $750,000 for an individual and up to $15 million for a firm.

Certification Obligations for CEOs and CFOs
One of the most significant changes affected by the Sarbanes-Oxley Act is the requirement that the Chief Executive Officer (CEO) and the Chief Financial Officer (CFO) of public companies personally certify annual and quarterly SEC filings. These certifications essentially require CEOs and CFOs to take responsibility for their companies’ financial statements and prevent them from delegating this responsibility to their subordinates and then claiming ignorance when fraud is uncovered in the financial statements.

There are two types of officer certifications mandated by Sarbanes-Oxley: criminal certifications, which are set forth in Sarbanes-Oxley Section 906 and codified in 18 U.S.C. § 1350, and civil certifications, which are set forth in Sarbanes-Oxley Section 302.

CRIMINAL CERTIFICATIONS (SOX § 906)
Under Section 906, all periodic filings with the SEC must be accompanied by a statement, signed by the CEO and CFO, which certifies that the report fully complies with the SEC’s periodic reporting requirements and that the information in the report fairly presents, in all material respects, the financial condition and results of operation of the company.

These certifications are known as “criminal certifications” because the Act imposes criminal penalties on officers who violate the certification requirements.

- Corporate officers who knowingly violate the certification requirements are subject to fines of up to $1 million and up to 10 years imprisonment, or both.
- Corporate officers who willfully violate the certification requirements are subject to fines of up to $5 million and up to 20 years imprisonment, or both.
CIVIL CERTIFICATIONS (SOX § 302)

Sarbanes-Oxley Section 302 requires the CEO and CFO to personally certify the following six items in every annual and quarterly report:

1. They have personally reviewed the report.
2. Based on their knowledge, the report does not contain any material misstatement that would render the financials misleading.
3. Based on their knowledge, the financial information in the report fairly presents in all material respects the financial condition, results of operations, and cash flow of the company.
4. They are responsible for designing, maintaining, and evaluating the company’s internal controls; they have evaluated the controls within 90 days prior to the report; and they have presented their conclusions about the effectiveness of those controls in the report.
5. They have disclosed to the auditors and the audit committee any material weaknesses in the controls and any fraud, whether material or not, that involves management or other employees who have a significant role in the company’s internal controls.
6. They have indicated in their report whether there have been significant changes in the company’s internal controls since the filing of the last report.

INTERNAL CONTROLS

Under Section 404 of the Sarbanes-Oxley Act and SEC Release Nos. 33-8238 and 34-47986, management’s responsibility pertaining to the company’s internal control over financial reporting has been increased substantially.

DEFINING INTERNAL CONTROL

Internal control over financial reporting (ICOFR) is defined as: “A process designed . . . to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. . . .”

Additionally, ICOFR is deemed to include all policies and procedures that:

- “Pertain to the maintenance of records that in reasonable detail accurately and fairly reflect the transactions and dispositions of the assets of the [company];
- Provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the [company] are being made only in accordance with authorizations of management and directors of the [company]; and
- Provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the [company’s] assets that could have a material effect on the financial statements.”
Examples of internal controls covered by Section 404 and the related Releases and Standards include, but are not limited to:

- Controls over initiating, authorizing, recording, processing, reconciling, and reporting significant account balances, transactions, and disclosures included in the financial statements
- Controls related to the prevention, identification, and detection of fraud
- Controls related to the initiating and processing of non-routine and non-systematic transactions
- Controls related to the selection and application of appropriate accounting policies

MANAGEMENT’S REPORT ON INTERNAL CONTROL
The provisions of Section 404 require management to acknowledge its responsibility for the ICOFR of the company and to assess the operating effectiveness of those controls. As a result, public companies must issue an additional internal control report within their annual report. The report on internal control should contain the following information:

- A statement of management’s responsibility for establishing and maintaining adequate ICOFR
- A statement identifying the framework that management used in conducting the assessment of the effectiveness of the company’s ICOFR
- Management’s assessment of the effectiveness of the company’s ICOFR as of the end of the company’s most recent fiscal year, including disclosure of any material weaknesses identified in the company’s ICOFR and an explicit statement as to whether the ICOFR is effective
- A statement that the company’s independent auditor has issued an attestation report, which must also be filed with the annual report, covering management’s assessment of the company’s ICOFR

MANAGEMENT’S ASSESSMENT OF INTERNAL CONTROL
In performing the ICOFR assessment, management must choose a suitable internal control framework against which to evaluate the design and effectiveness of the company’s ICOFR. The most commonly used model in the United States is the Internal Control—Integrated Framework established by the Committee of Sponsoring Organizations (COSO) of the Treadway Commission, which provides five components of effective internal controls:

- Control environment
- Control activities
- Risk assessment
- Information and communication
- Monitoring

Further detail on the Internal Control—Integrated Framework is available at the COSO website (www.coso.org).

Additionally, management must carry out the following tasks:
Preparing for an Investigation

- Determine which internal controls to test in performing the assessment, considering the significance of each control both individually and in the aggregate.
- Evaluate whether the failure of a control could result in a misstatement to the financial statements, the likelihood and magnitude of any resulting misstatement, and whether other controls are in place to mitigate this occurrence.
- Determine which locations or business units to include in the assessment, if applicable.
- Evaluate the design and operating effectiveness of the internal controls using the internal control framework chosen as a guide.
- Evaluate the probability of occurrence and the size of potential misstatements resulting from the internal control deficiencies identified and determine whether they, either individually or in the aggregate, constitute material weaknesses (any deficiency where the likelihood of potential misstatement is more than remote) or significant deficiencies (any deficiency where the likelihood of potential misstatement is more than remote and the magnitude is more than inconsequential).
- Provide sufficient documentation to support the assessment of ICOFR, including documenting the design of the internal controls and the results of management’s testing and evaluation.
- Communicate the assessment findings to the independent auditor and any other applicable parties.

Recognizing that each company differs with regard to internal control structure, the rules state that the nature of the testing performed by management will depend on the specific circumstances of the company and the significance of the control being tested. However, the rules also assert that inquiries alone are generally not a sufficient basis for management’s assessment.

In July 2007, the SEC issued guidance specifically addressed to management about fulfilling its responsibilities pertaining to reporting on internal control over financial reporting. The guidance emphasizes a top-down, risk-based approach to management’s evaluation of ICOFR and explicitly states that an evaluation performed in compliance with the guidance is one way that management can satisfy the internal control requirements established by Sarbanes-Oxley. In providing direction to assist companies’ management in evaluating and assessing the ICOFR, the guidance addresses the following topics:
- Identifying Financial Reporting Risks and Controls
- Evaluating Evidence of the Operating Effectiveness of ICOFR
- Reporting Considerations