

RECOMMENDED PRACTICES FOR Anti-Retaliation Programs

These recommendations are intended to assist employers in creating workplaces that are free of retaliation. They can be used to create a new program, or to enhance an existing program. They are not mandatory and do not interpret or create legal obligations. Additional information is available at [whistleblowers.gov](https://www.whistleblowers.gov).

1 MANAGEMENT COMMITMENT

It is important that management demonstrate commitment to these values. Lead by example and ensure that systems for reporting concerns, anti-retaliation policies and practices, and training for managers are implemented, enforced, and evaluated. Make use of strong codes of conduct and ethics programs to identify retaliatory behavior as a form of misconduct.

2 COMPLIANCE CONCERN RESPONSE SYSTEM

Create an environment where raising concerns about workplace conditions and activities is comfortable for all employees. Have at least one way (hotlines, website, email, etc.) to allow anonymous or confidential reporting, respond in a timely manner, and provide fair and transparent resolution to concerns.

3 ANTI-RETALIATION RESPONSE SYSTEM

Take all concerns seriously. Make the process to report concerns known and clear, including reporting to the government or other regulatory agencies. Investigate claims objectively and listen to all sides before making a judgement. Conflict of interest protections should be utilized and ensure that employees are not discouraged from reporting concerns.

4 ANTI-RETALIATION TRAINING

Effective training is key to anti-retaliation programs. Training should give employees the knowledge, skills, and tools they need, as well as explain the employer's commitment to complying with the law, employee rights, an overview of the employer's anti-retaliation program, and what constitutes retaliation.

5 PROGRAM OVERSIGHT

Rigorous oversight is needed to ensure an anti-retaliation program is effective. Develop a plan for oversight, review findings, plus modify and improve the program as needed.

