

Hard Conversations

Michael Yost, Esq. – SVP, Chief Legal Officer
Aaron J. Mann, Esq. – Senior Attorney,
Litigation

Terracon

The Phone Rings



What's in a Signature?

Thank you for your prompt attention to this matter. Should please contact me directly. If you are represented in this letter to them.

Sincerely,

Terracon Consultants, Inc.

A handwritten signature in black ink, appearing to be 'A. Mann', written in a cursive style.

Aaron Mann
Corporate Attorney

What's in a Signature?

The screenshot shows a PDF editor window titled "LetterInterest - PDF-XChange Editor". The main document displays a letter with the text "Thank you for your... please contact me... this letter to them." followed by a signature and the name "Aaron Mann, Corporate Attorney". A "Signature Summary" dialog box is open, displaying the following information:

Signature is NOT VERIFIED.

Signature information

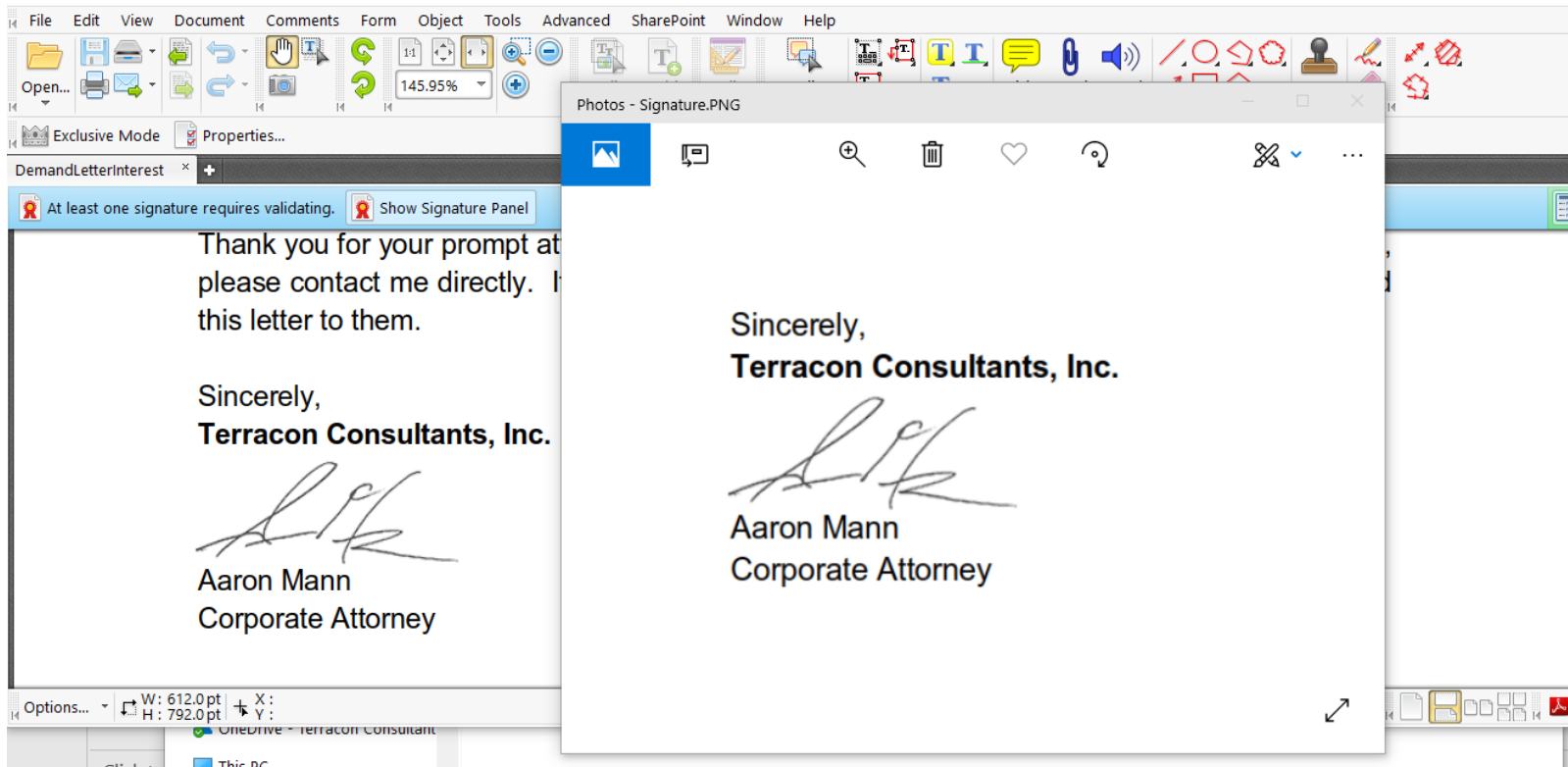
- Signed By: Mann, Aaron J <Aaron.Mann@terracon> [View Certificate...]
- Reason: Not available
- Location: Not available
- Date: Monday, February 11, 2019, 5:49:00 PM -06'00'
- Timestamp: Not available [View Certificate...]
- Contact Info: Not available
- Created By: ARX CoSign®
- Restrictions: Only Form Filling, Signing, Commenting and the Creation of Template F

Validity Summary

⚠ The signing time is from the clock on the signer's computer.

[Validate Signature] [OK]

What's in a Signature?



The Investigation Begins

- Credibility
- Accountability
- Transparency



The Regulators

- We Initiated
- Multiple Contacts
- Credibility is Goal
- Used an Intermediary
- How Do You Do it? — Strategic Fork in the Road



The Investigation Expands

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RENTAL AGREEMENT NUMBER: 368609695

RECEIPT

Your Information

Customer Name:	AARON.JAMES MANN
Wizard Number:	***874
Avis Worldwide Discount:	TERRACON CONSULTANTS
Customer Status:	PREFERRED/POINTS
Method of Payment:	VISA XXXXX

Your Vehicle Information

Vehicle Number:	83870441
Vehicle Group Rented:	Compact
Vehicle Group Charged:	Intermediate
Vehicle Description:	WHI FERRARI
License Plate Number:	FLCICE75
Odometer Out:	20212
Odometer In:	20500
Total Driven:	288
Fuel Reading:	Out 8/8 In8/8

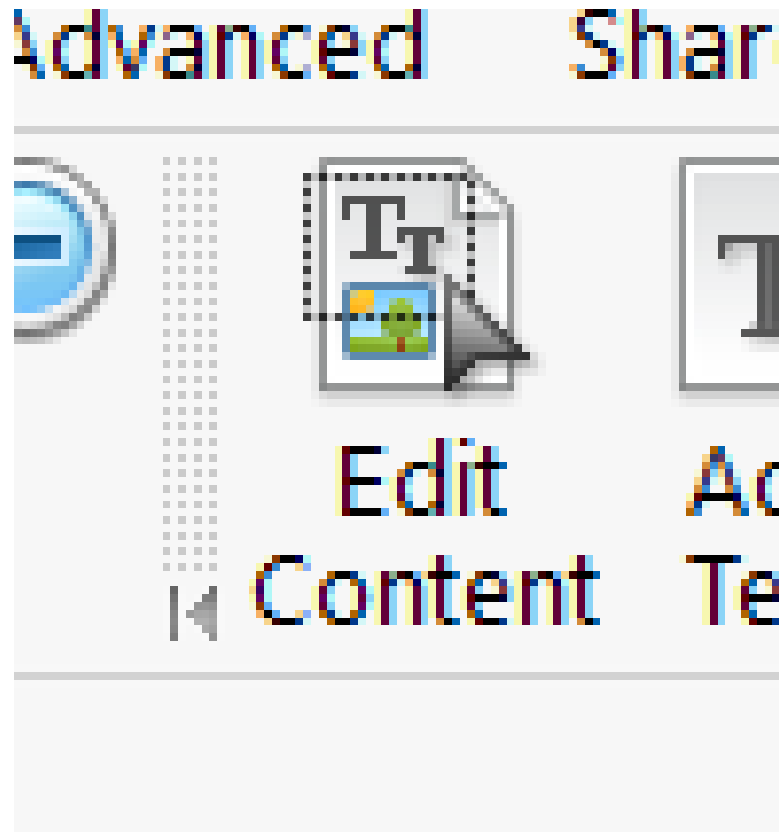
The Investigation Expands

Vehicle Number:	83870441
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The Investigation Expands



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The Investigation Expands

Volatile Organic Compounds (GC/MS) by Method 8260B

<u>Analyte</u>	Result mg/l	<u>Qualifier</u>	RDL mg/l	Dilution	Analysis date / time	<u>Batch</u>
Benzene	0.102		0.00500	5	01/28/2016 13:04	WG844450
Toluene	ND		0.0250	5	01/28/2016 13:04	WG844450
Ethylbenzene	0.779		0.00500	5	01/28/2016 13:04	WG844450
Total Xylenes	1.26		0.0150	5	01/28/2016 13:04	WG844450

The Investigation Expands

- Lab Data Compromised
- Expanded Time Frame



The New Regulators

- Additional States Involved
- Federal Project Impacted
- Repeat Same Procedure



The Investigation Concludes

- Updates to Regulators
- Updates to Clients
- Focus Shifts to Internal Solutions



Whydunnit?

- What about usual suspects?
 - Internal Pressures
 - Financial Gain
 - Quality Process
- What DID cause this?
 - Conflict Avoidance



Conflict Avoidance – Snowball Effect

1. Delay a tough or awkward conversation
2. If I have more time, I'll solve myself
3. Problem gets worse b/c now you have to explain the problem AND the delay in notification



It's my best option (and now I rationalize....)

Addressing Technical Issues

- Locked Lab Data
- Double Reporting
- No JPEG Signatures



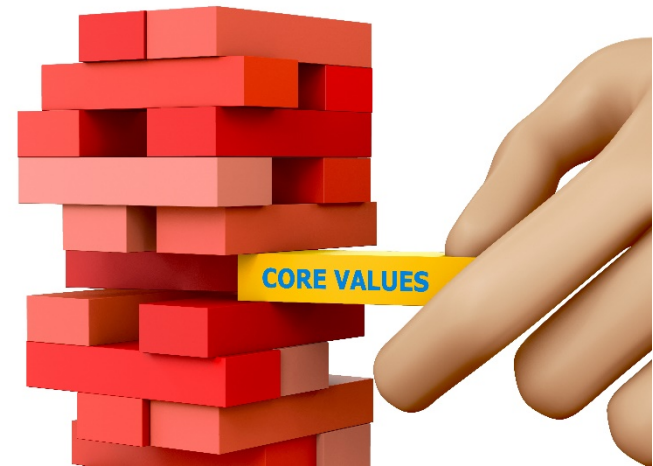
Addressing Behavioral Issues

- Ethics Awareness – Training is Not Enough!
- PMs Trained and Coached on Having Hard Conversations
- Employees Empowered to Give Bad News Safely
- Focus on Trigger Situations



Lessons Learned

- Importance of an Ethical Culture
- Art Imitates Life
- We Were Lucky
- We'd Do It All Over Again
(but hope we never have to!)



Thank You!

