








APPENDIX 3

Corruption precursors, indicators and interventions

(ACLEI 2010-11 Annual Report)

PRECURSORS/ OUTCOMES	EXAMPLES	VISIBLE INDICATORS	INTERVENTIONS
Opportunity	Situational access to methods, information, decision-making, influence, or another commodity of value	High discretion Low or ineffective supervision	 Pro-disclosure, pro-discovery integrity culture Line management training (supervisors are the 'front line' of corruption control) Corruption risk assessment
Motivation	Vulnerability exploited (extortion, intimidation or compromise) Greed, disillusionment, other personality factors Addiction or substance abuse Life factors (divorce, financial problems) Desensitised to power 'Noble cause' Conflict of obligation	Individual stress factors Cliques	 Agency welfare programs Financial disclosure regime Drug and alcohol screening Counter-infiltration tactics Security assessment
Method of initiation	Cultivated for compromise by another person Self-initiated Behavioural norm or acculturation (systemic corruption) Accidental/ unaware	Inappropriate associations Counter-productive workplace sub-cultures Associating socially among higher risk groups	 Broad-based integrity reporting, including confidential professional reporting arrangements 'Close management' in high risk environments
Detection-risk calculation	Deceptive or collusive conduct	Failure to take leave High performer Workplace harassment or dysfunction complaints Complaints from members of the public	 Probing supervision Mandatory job rotation in high risk areas Systemic review of investigation or prosecution failures Integrity testing
Commodity	Information, including counter-investigation methods Trading in influence ('green-lighting') Drugs Money Other property	Failure to follow proper procedure ('work-arounds') Asking colleagues for favours Failure to follow direction	 IT access auditing ('red-flags') Drug-handling procedures Video surveillance for high-risk activity Compliance auditing
Corrupt dealing	Abuse of office Perversion of the course of justice Other corrupt conduct	Rumour, suspicion Whistleblower reports Compromise of operations from 'leaks'	 Coercive and covert investigation methods Prosecution Disruption
Profit or benefit (for self or others)	Unexplained wealth	Lifestyle anomalies	 Anti-money laundering

