Grooming prevention: Managers and Senior Executives

Know the red flags for grooming

Common targets of grooming are individuals who are:

- Undergoing personal or financial hardship
- Responsible for decision-making in their agency
- Employed in high-volume processes
- Information technology and administration staff
- In roles with regular face-to-face interactions with clients, customers, contractors, suppliers or applicants

People who are being groomed or who are engaging in corrupt conduct may display a range of unusual or uncharacteristic behaviours. These can include:

- Unexplained absences
- Unusual requests for overtime
- Unusual patterns of site attendance
- Persistent interest in information not relevant to their role
- Partial or late conflict declarations
- Requests for solo assignments
- Regular and unusual contact with former colleagues

What you can do to help prevent grooming

- ✓ Lead by example. Your staff model their behaviour on yours.

- ✓ Regularly assess the corruption risks you and your staff face.

- ✓ Have regular conversations with your staff about integrity and corrupt behaviour (see ACLEI's Corruption Conversation Starters: Grooming).

  - – Reinforce the importance of safeguarding information and making decisions appropriately.

  - – Make sure they understand that the information and resources they work with and the decisions they make or influence are valuable to others.

- ✓ Encourage staff to speak up if they have concerns that they, or others, are being groomed.

  - – Be responsive to those who report. This will inspire trust in your reporting framework.

  - – Make sure your team is aware of the protections that are available to staff under your agency's reporting policies.

- ✓ Noting the particular vulnerabilities for new employees, check-in with them regularly and ensure they have access to training and support from Day 1.

- ✓ Look out for red flags that members of your team might be being groomed and know who you can look to for support and guidance. Contact your agency's security and integrity teams.

- ✓ Ensure your staff understand and comply with agency integrity policies. Those policies are there to protect them, as much as your agency.

- ✓ Know who to contact if you have concerns that a colleague is being groomed or engaging in corrupt conduct.

- ✓ Reach out to your agency security and integrity teams for advice and support.

For more information on grooming, see ACLEI's Corruption Concepts: Grooming.