

## COURSE INFORMATION AND INSTRUCTOR PREPARATION

**TITLE:** BRIDGING THE GAP BETWEEN LAW ENFORCEMENT OFFICERS AND VICTIM ADVOCATES

**HOURS:** 1

**GOAL:** TO ILLUSTRATE SIMILARITIES AND DIFFERENCES BETWEEN THE TWO DISCIPLINES AND DESCRIBE COLLABORATION EFFORTS TO PROMOTE A MUTUAL GOAL TO ASSIST VICTIMS OF CRIME

**TEACHING AIDS** (CHOOSE ALL THAT APPLY):

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Chalkboard and chalk   | <input type="checkbox"/> Easel notepad               |
| <input checked="" type="checkbox"/> Whiteboard and markers | <input type="checkbox"/> VCR/DVD player              |
| <input checked="" type="checkbox"/> Computer and mouse     | <input type="checkbox"/> TV                          |
| <input checked="" type="checkbox"/> Multi-media projector  | <input checked="" type="checkbox"/> Lectern or table |

**INSTRUCTIONAL TECHNIQUES** (CHOOSE ALL THAT APPLY):

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Lecture    | <input checked="" type="checkbox"/> Group work                              |
| <input checked="" type="checkbox"/> Discussion | <input type="checkbox"/> Scenario-based training                            |
| <input type="checkbox"/> Individual exercise   | <input type="checkbox"/> Hands-on techniques (i.e. driving, shooting, etc.) |

### STUDENT MATERIALS

None



## REFERENCES

Article: An Uneasy Alliance, Law Enforcement and Domestic Violence Victim Advocates in a Rural Area by Lori Sudderth.

Article: Collaboration Math: Enhancing the Effectiveness of Multidisciplinary Collaboration by Cohen, Aboelata, Gantz, and Van Wert

Article: Journal of Extension, April 1999. Volume 37 Number 2 by Lynne Borden and Daniel Perkins

Article: OVC Bulletin: Making Collaboration Work: The experiences of Denver Victim Services 2000. U. S. Department of Justice.

Article: Psychological Trauma of Crime Victimization by Marlene Young, from Victim Assistance: Frontiers and Fundamentals

Article: Supportive Counseling and Advocacy by Marlene A. Young, from Victim Assistance: Frontiers and Fundamentals, a publication of the National Organization for Victim Assistance. Web site: Minnesota Coalition Against Sexual Assault, Myths & Facts, [www.mncasa.org/about\\_myths.html](http://www.mncasa.org/about_myths.html)

Article: TeamWork What Must Go Right / What Can Go Wrong by Larson and LaFasto

Article: The Marriage of Law Enforcement and Victim Advocacy by Dale Koons, April 1997.

Article: Working Effectively with the Police: A Guide for Battered Women's Advocates by Jane Sadusky, revised 2001

Basic Training Curriculum from Appriss, Provider of the VINE Service. Developed 1/19/06

Booklet: The Washington Coalition of Crime Victim Advocates Presents "Bridging the Gap" between Law Enforcement and Victim Advocates

Web site: Crisis Connections, Rape Statistics, [www.crisisconnectioninc.org/sexualassault/statistics.htm](http://www.crisisconnectioninc.org/sexualassault/statistics.htm)

Web site: Domestic Violence is a Serious, Widespread Social Problem in America: The Facts, [www.endabuse.org/resources/facts/](http://www.endabuse.org/resources/facts/)

Web site: Domestic Violence, Smithfield Police Department, [www.smithfieldpd.com/dvlaw.htm](http://www.smithfieldpd.com/dvlaw.htm)

Web site: Engaging Advocates and Other Victim Service Providers in the Community Management of Sex Offenders, March 2000, [www.csom.org/pubs/advocacy.html](http://www.csom.org/pubs/advocacy.html)



Web site: Everyday Wellness, National Organization for Victim Assistance, [www.trynova.org](http://www.trynova.org)

Web site: Harbor House, Orange County Center Against Domestic Violence, [www.harborhouseoccadv.com/facts/dvstats.htm](http://www.harborhouseoccadv.com/facts/dvstats.htm)

Web site: Main Coalition Against sexual Assault, [www.mecasa.org/statistics.html](http://www.mecasa.org/statistics.html)

Web site: Missouri Coalition Against Sexual Assault – Statistics [www.mssu.edu/missouri/mocasa/statistics.htm](http://www.mssu.edu/missouri/mocasa/statistics.htm)

Web site: National Statistics: [www.stoprapevermont.org/stats/adult.html](http://www.stoprapevermont.org/stats/adult.html)

Web site: New Hampshire Coalition Against Domestic and Sexual violence, [www.reachoutnh.com/sexualassault/facts/cfm](http://www.reachoutnh.com/sexualassault/facts/cfm)

Web site: PAVE – Promoting Awareness Victim Empowerment, [www.pave-arizona.com/statistics.aspx](http://www.pave-arizona.com/statistics.aspx)

Web site: R.E.A.C.H.; Rape Education and Crisis Hotline, [www.reachmaine.org/sart.html](http://www.reachmaine.org/sart.html)

Web site: Sexual Assault: Facts and Statistics, [www.dvsac.org/sastatistics.html](http://www.dvsac.org/sastatistics.html)

Web site: Sexual Assault Information Sheet, [www.villageofperry.com/PerryPD/safe%20Communities\\_Sexual%20Assault.htm](http://www.villageofperry.com/PerryPD/safe%20Communities_Sexual%20Assault.htm)

Web site: Sexual Assault Stats, [www.citizensforaonestrikelaw.org/id41.htm](http://www.citizensforaonestrikelaw.org/id41.htm)

Web site: Sexual Assault Statistics – Men Against Sexual Assault, [www.sa.rochester.edu/masa/stats.php](http://www.sa.rochester.edu/masa/stats.php)

Web site: U.S. Department of Justice – Office of Justice Programs [www.ojp.usdoj.gov](http://www.ojp.usdoj.gov)

Web site: Victims of Domestic Violence, [www.ojp.usdoj.gov/ovc/publications.inforew/firstrep/vicofdomvio.html](http://www.ojp.usdoj.gov/ovc/publications.inforew/firstrep/vicofdomvio.html)

Web site: Victim’s Right America’s Values, Rape and Sexual Assault, [www.ojp.usdoj.gov/ovc/nevrw/2004/pg5n.html](http://www.ojp.usdoj.gov/ovc/nevrw/2004/pg5n.html)

## **SUBJECT MATTER EXPERTS**

Dan Clark, Director of Professional Training and Outreach, Cleveland Rape Crisis Center

Venica Miller, Office of the Ohio Attorney General, Victim Initiatives

Leslie N. Malkin, Training and Technical Assistance Program Director, Ohio Domestic Violence Network

OHIO PEACE OFFICER TRAINING COMMISSION



## STUDENT PERFORMANCE OBJECTIVES

At the end of this topic, the student will be able to:

1. Identify benefits of collaboration.
2. Name three critical facts to recognize in dealing with crime victims.
3. Identify and contrast the backgrounds of victim advocates and law enforcement officers.
4. Identify and contrast roles of victim advocates and law enforcement officers.
5. Define the term "collaboration."
6. Identify ten elements of effective collaboration.
7. Recognize obstacles to successful collaboration.
8. Identify some simple items the victim advocates and law enforcement officers can do to help the victims.
9. Understand the concept of one-stop shopping.
10. List myths and misperceptions related to the advocate/law enforcement relationship.
11. Explain the concept of the VINE communication system.
12. Explain the functions of the VINE communication system.
13. Explain features of the VINE communication system.



## **BRIDGING THE GAP**

### **Collaboration that Works for the Team and Victim**

### **INSTRUCTIONS**

NOTE: This course may be instructed by the local training officer or supervisory personnel; however, it is recommended that you visit the following web site to find a crime victim advocate in your county to help in the instruction of this course: [www.ag.state.oh.us/victim/dir\\_state.asp](http://www.ag.state.oh.us/victim/dir_state.asp). This web site is an excellent resource of services available for assistance for the crime victim including obtaining crime victim advocates. You may also find assistance at your county prosecutor's office, court mediator services, Your County Jobs and Family Services office, County Sheriff's Office, local United Way Office, or other public and private agencies.

### **INTRODUCTION**

This course is designed to examine differences between the victim advocate and the law enforcement officer and how these differences can work for everyone's benefit in a collaborative effort. The differences between the victim advocate and the law enforcement officer are numerous. These differences, if managed properly, can enhance each other to provide the best possible service and support for the victim and the community. In this course, we will examine these differences, the effects of the different roles on the victim, collaboration of the roles and effects of collaboration on the victim and the criminal justice system.



## INTRODUCTION

### *Three part relationship between Victims, Law Enforcement and Crime Victim Advocates*

- A. There has traditionally been a less than perfect relationship between victims, law enforcement and victim advocates that causes a gap in services. This often results in the victim:
  - 1. Feeling left out or abandoned by the system
  - 2. At times being reluctant to report a crime
    - a. Embarrassment
    - b. Fear of retribution from the accused
  - 3. Having difficulty acquiring essential services
    - a. Shelter
    - b. Food
    - c. Child care
    - d. Medical services
    - e. Financial compensation
  - 4. Not receiving support during the criminal justice process or effective follow-up after the case is completed
- B. Law Enforcement personnel and Crime Victim Advocate relationship
  - 1. Commonly mutually exclusive
  - 2. Minimal communication and cooperation between two
  - 3. Results in a missed opportunity to provide services to victims
  - 4. Requires more active effort to build a team to address the needs of victims
- C. To bridge the gap in services, a process of “collaboration” wherein Law Enforcement Personnel and Crime Victim Advocates communicate, cooperate and focus their efforts in pursuit of providing effective services to victims is essential.



## BENEFITS OF COLLABORATION

### THE BENEFITS OF COLLABORATION (SPO #1)

- A. Successful collaboration requires developing a working knowledge of how other agencies, departments, organizations and entities think, function and define success in resolving the problem. The benefits of law enforcement officers and crime victim advocate working together in an attitude of collaboration are numerous. Collaboration will:
1. **Better utilize limited resources.** Most law enforcement agencies are limited on funding and manpower. Collaboration could help eliminate some of these issues.
  2. **Ensure that current agencies that serve victims are aware of each other, hence providing a stronger referral list for victims.**
  3. **Help identify gaps in services.**
  4. **Streamline services to create a one-stop servicing for the victims.** One stop programs create a continuum of services with each service provider having expertise in a particular area.
  5. **Create an atmosphere that the victim is the “customer.”**
  6. **Encourage involvement of the community in victim services.** Collaboration offers a more comprehensive approach to crime victims because more of the community is involved in addressing the problem.
  7. **Identify roles each will play in servicing the victim.**
  8. **Create an effective method to evaluate the services that are being provided by various agencies.**
  9. **Promote development and understanding of the goal of servicing the victim.**
  10. **Make the members of the team aware of the need for further training in a specific area.**

### B. THREE CRITICAL FACTS TO RECOGNIZE IN DEALING WITH CRIME VICTIMS (SPO #2):

1. **Crime victims who are treated with dignity, compassion and respect will learn to cope more effectively with the pain of being a crime victim. (NOVA)**

AND

OHIO PEACE OFFICER TRAINING COMMISSION



2. **“Law Enforcement officers are in the position of doing the most harm or the most good in responding to victims.”** (Dr. Marty Symonds, NYPD Psychologist and former Law Enforcement Officer)

AND

3. **Immediate care is essential** to ensure the best recovery for the crime victim. “A working presumption from most crisis interveners is that the sooner the service is offered the better. Indeed there is a conviction among many practitioners that on-scene intervention, when the victim is in the early stages of distress, may prove to prevent or greatly reduce the crisis symptoms that otherwise affect the victim.” (Marlene Young Victim Assistance Frontiers and Fundamentals).



## THE BACKGROUND DIFFERENCES BETWEEN LAW ENFORCEMENT OFFICERS AND VICTIM ADVOCATES

### THE BACKGROUND DIFFERENCES BETWEEN LAW ENFORCEMENT OFFICERS AND VICTIM ADVOCATES (SPO #3)

In discussing the differences between law enforcement personnel and victim advocates, it is interesting to note that both enter their respective professions with the same goal of helping people who have been victimized. Unfortunately, this is often the end of the common ground. The following comparisons are general in nature and intended to illustrate the apparent “gap” and may not be fully indicative of the entire law enforcement community at all times.

#### A. Training:

1. While the law enforcement officer and the victim advocate enter the profession for the same reason, how they get to that profession differs widely. **The law enforcement officer has a very structured academic training on a wide variety of job specific subject matter from pursuit driving to search and seizure to firearms to crime scene search. Effective November 1, 2007 the total hours in basic training is 582 hours. This training concentrates on the interactions between officers and perpetrators.**
2. **The victim advocate will usually have completed around 50 hours of specific domestic violence and sexual assault training. A victim advocate is trained to listen with compassion, understanding and empathy. Some victim advocates are trained social workers holding advanced degrees while others may be unpaid volunteers with just a desire to help people.**

#### B. Focus of Job:

1. **For the law enforcement officer, the focus of his/her job at the scene of an incident is to determine if there is a crime and/or probable cause for an arrest.** He/she is looking for specific details to make that determination. The law enforcement officer is assessing the physical injuries of the victim, property damage and interviewing witnesses. The officer is attempting to determine if a law has been violated. He/she is trained to “get the facts”. Fundamentally, law enforcement exists to prevent anarchy and maintain order on a day-to-day basis. **For the officer, it is all about the perpetrator.**
2. **The victim advocate is focused on the victim and how to help that victim.** The immediate help for the victim is a critical issue for the recovery of the victim. The victim advocate focuses on preventing further trauma to the victim and providing for the victim’s safety. Victim advocates present themselves as persons solely interested in the well-being of the victim (Dale L. Koons, “The Marriage of Law Enforcement and Victim Advocacy”). A working presumption from most crisis interveners is that the sooner the service (advocacy help) is offered the better. As stated earlier, there is a conviction



among many practitioners that on-scene intervention, when the victim is in the early stages of distress, may prevent or greatly reduce the crisis symptoms that otherwise affect the victim (Marlene Young, "Victim Assistance Frontiers and Fundamentals"). He/she is trained to listen. **For the advocate, it is all about the victim.**

### C. Environment Structure:

1. **The law enforcement officer works in an environment that is highly structured with a clear chain of command and a clear career path. The officer wears clothing that is neatly pressed and assigned to him/her through the agency.** His/hers appearance alone commands respect. He/she wears her status upon his/her clothes along with tools of the profession (gun, holster, etc). **The reporting procedure is definite.** Specific training has been allocated to completing detailed paperwork. **His/her actions are defined by department procedures, Ohio revised code, ethical considerations and well established protocol.** He/she works regular shifts. **He/she has arrest authority.** He/she has been trained to respond in a "yes sir, no sir" manner. **Personal and professional actions are subject to public scrutiny.**
2. "Existing police structures tend to be mechanistic and highly centralized. Headquarters is the brain that does the thinking for the whole organization. New ideas are never conceived, evaluated and implemented in the same place, so they are seldom "owned" or pursued enthusiastically by those in contact with the community. This approach allows for no sensitivity either on a district level or on an individual level."(Working Effectively with the Police: A Guide for Battered Women's Advocates)
3. **The victim advocate usually has no prescribed dress code. Paperwork is not usually defined and there is little, if any, career path. There are few rules.** The structure of the chain of command depends on the location of the advocate. The advocate may work out of the law enforcement agency, prosecutors' office, another agency, community based or volunteer organization. **The advocate has no authority.** The advocate carries no weapon. **The advocate may be professionally accountable but there is no public scrutiny.** The advocate wants to give the appearance of being welcoming and not intimidating.
4. In his article, "The Marriage of Law Enforcement and Victim Advocacy", Dale L. Koons (as an intern at the Anderson Police Department) noted that advocates and police officers seemed to be at opposite ends of the spectrum. "Investigators appeared as faceless, heartless and unfeeling persons in uniforms, whereas advocates seemed to be emotional, hypersensitive robots in jeans and pullovers."

### D. COMPARATIVE ROLES OF VICTIM ADVOCATES AND LAW ENFORCEMENT OFFICERS (SPO #4):

1. **The primary role of a law enforcement officer when responding to a crisis situation is to enforce any laws violated and protect the citizens.** A primary goal is to apprehend the perpetrator. In order to apprehend the perpetrator, he/she must determine the facts of the event and examine and preserve the evidence. The officer does this through interviews with the alleged victim and any witnesses. The goal is to



get the facts, complete the report and hopefully assist with the prosecution of the offender. The law enforcement officer is results driven.

2. **The primary role of a victim advocate is to listen to the victim, help the victim through empowerment, educate the victim, prepare the victim for court, explore options and examine safety concerns.** Experts in the field of victim assistance have learned over the years that victims who are treated with dignity, compassion and respect will cope more effectively with the pain of victimization (National Organization for Victim Assistance). Therefore, the advocate's interaction with the victim is primarily from that perspective. The victim advocate comforts, soothes, calms and protects the victim from secondary injuries.
3. The law enforcement officer might not realize that he/she can cause secondary injuries by his/her actions on the scene. Imagine a victim who has been beaten by her spouse and she observes her spouse and a law enforcement officer laughing together at the scene. Perhaps this officer is a friend of the perpetrator. Can he be objective? Perhaps this perpetrator is a co-worker. Can he be objective? The victim has been victimized and hearing laughter from the perpetrator and law enforcement officer is likely to be viewed as the officer failing to give the victim the respect that is required for this victim to heal. To this officer this may well be just another part of his/her day but to the victim it can be a life-altering traumatic event.

#### E. Timing:

1. **The law enforcement officer may see the victim for the first time when emotions are high, tempers explosive and physical altercations are occurring or have just occurred.** In describing a domestic violence scene, an officer stated, "We get there when the stuff is hitting the fan." (An Uneasy Alliance, Sudderth) The choice as to what happens after the officer arrives is not controlled by the offender or victim. The officer is in control once on the scene. He/she usually makes the decision to arrest or not.
2. **The victim advocate is not usually the first to arrive on the scene. The victim chooses to make the call to the victim advocate after the crisis has somewhat subsided.** The choice to call the advocate is with the victim. The advocate has no authority and can make no decision for the victim or the perpetrator.

#### F. Different Approaches to the Victim:

1. When a crime occurs, the victim may not be thinking clearly. The victim may feel overwhelmed and have difficulty dealing with the emotions. The stress and pain of a crime can make addressing the victim's most basic needs much more difficult or even impossible (NOVA). It is difficult for the victim to comprehend that someone else wanted to hurt him/her. His/her perception of the world is not what it used to be. The event has



2. **The victim advocate wants to assist the victim in recovering from the event. The law enforcement officer wants to apprehend the offender so the victim and society can no longer be victimized by that offender.** However, as each attempts to achieve their respective goals, their paths cross and may even appear to be opposed at times. In the process, the victim may be re-victimized and experience secondary injuries.
3. The law enforcement officer wants to gather evidence to help the prosecutor get a conviction. **The officer's emphasis is on the offender.** The victim advocate wants the victim to feel validated. **The advocate places the emphasis on the victim.**
4. **When the victim needs to talk, the victim advocate listens.** When the victim says the same thing over and over again, the victim advocate still listens. When the victim goes off on a tangent, the victim advocate still listens. **When the victim tells the officer what happened, he/she is looking for specific details of the crime.** He/she needs information in a specific order to complete an investigation. The officer wants the information presented once and needs the victim to stay on the subject.
5. **The victim advocate knows that "from a crisis intervention perspective, it is perfectly normal for the process of ventilation to reveal a more complete story over time.** Realistically, a victim will tell his/her story over and over again, with or without a crisis intervener in order to reconstruct the event, so that the story will change anyway." (Marlene Young) **The law enforcement officer may be frustrated by changes in the story or the recall of additional details that were previously not mentioned.** For example, the officer may ask the victim, "was he wearing a hat?" The victim responds, "No". Then later after telling the story again and again, she says, "He took off his hat and stuck it in his pocket". This changes what the officer originally wrote down. **The officer may see this as being inconsistent but the victim advocate sees it as a response to trauma.**
6. **The law enforcement officer is required to describe the case as an alleged rape or an alleged assault but the victim advocate is aware that this, perhaps judicially correct terminology, can be hurtful and offensive to the victim.** To the victim, the crime is not alleged. It happened.
7. **The law enforcement officer works primarily from the left side of the brain; presenting a logical, practical and sequential approach to the crimes. Their presentation is very businesslike. Victim advocates tend to work from the right side of the brain; presenting an abstract, emotional and creative approach to the crime. The goal is to be compassionate to the victim's situation and needs.**
8. A good victim advocate can help a law enforcement officer do his/her job. A good law enforcement officer can help the victim. A good victim can help the prosecutor.

G. Summary of Differences:

1. There is no question about it that the victim advocate and the law enforcement officer differ in background and focus. Below is a summary of those differences:



### Law Enforcement Officer

Get the facts quickly  
Give me the facts so I can believe you  
Technically, an alleged crime  
Understands evidence  
Ask how, why, where, when, who  
Focus in on perpetrator  
Male dominant profession  
From highly structured environment  
Goal is to make an arrest  
Views intimidation as essential to job  
Focuses on facts and laws  
Has authority to make an arrest  
Don't trust anyone if you want to stay alive  
Split second decisions made  
Officer enters unknown situation (danger)  
Are primarily left-brain  
Emphasis on emotional distance  
Control equals safety

### Victim Advocate

Listen intently as victim tells story  
Unconditional belief  
Never alleged  
Understands feelings  
Never ask questions  
Focus is on victim  
Female dominant profession  
Loosely structured environment  
Goal is to reduce trauma  
Views encouragement as essential  
Focuses on feelings and listening  
No authority  
Total trust  
Usually no split second decisions  
Advocate usually does not  
Are primarily right-brain  
Emphasis on emotional connection  
Control equals abuse

2. That these are different does not make the officer, advocate or victim “wrong.”  
Managed properly, these differences can enhance services to the victim and add a different perspective.

**Group Discussion:** List an element of a law enforcement officer’s role and a corresponding victim advocate role.



## COLLABORATION OF THE ROLES

### A. WHAT IS COLLABORATION? (SPO #5)

1. **Collaboration is the exchange of information, the altering of activities, the sharing of resources and the enhancement of the capacity of another for the mutual benefit of all and to achieve a common purpose.** (OVC Bulletin Making Collaboration Work: The experiences of Denver Victim Services 2000)

OR

2. **Collaboration is a process through which parties who see different aspects of a problem (or issue) can constructively explore their differences and search for solutions that go beyond their own limited vision of what is possible.** (Gray, 1989 from Journal of Extension)

OR

3. **Collaboration is the exchange of information, coordination of activities, the sharing of resources and enhancing of the capacity of another for a mutual benefit.** (Washington Coalition of Crime Victim Advocates)

- B. The different backgrounds of law enforcement officers and victim advocates, along with an established team of people, can use these differences to the advantage of the victim. Collaboration identifies common and divergent approaches and goals. When collaboration works well, the results can be a powerful force for motivating individuals to action, bringing prominence to health and safety issues, forging joint solutions and developing effective policies. It is important to emphasize that collaboration can save time and labor in addition to serving victims more effectively (An Uneasy Alliance, Sudderth)

### C. TEN (10) ELEMENTS OF AN EFFECTIVE COLLABORATION BETWEEN LAW ENFORCEMENT OFFICERS AND VICTIM ADVOCATES (SPO #6):

#### 1. Developing a Vision:

- a. What does this group see as its vision? What would be ideal for the victim?
- b. A consensus vision statement should be created by the parties (law enforcement officers and victim advocates). Look at the program before the collaboration and look at the ideal situation sought for the future. Look at what has been a problem and how that should be different. Think outside the box.
- c. The Denver, Colorado Victim Assistance and Law Enforcement (VALE) committee came up with the following vision statement:



*To work with the community to create a model network of services that offers outreach as well as innovative, specialized, seamless, and integrated services to all victims of crime, strengthening and restoring the fabric of our community.*

- d. Another vision from the Denver Victim Assistance and Law Enforcement committee is:

*When crime victims in Denver look for services, there will be no wrong door for them to open wherever they turn, a quick, reliable connection will be made to get them to the most appropriate services.*

## **2. Upper Management Involvement:**

- a. One of the first issues to address in discussing collaboration is that it must start at the top of the organization. Upper management must buy into the change in order for it to be effective. For law enforcement personnel, who work in a very hierarchical setting, the key to their cooperation is involvement from higher ranked officers.
- b. Studies suggest that the continuing involvement of law enforcement agencies requires commitment from the highest levels to realize both practical and symbolic benefits of collaboration (An Uneasy Alliance, Sudderth).

## **3. The Development of Clear Goals:**

- a. Goals are a method for getting to the vision. A goal must be clearly understood by all members of the group and viewed as being worthwhile. Determine what is to be accomplished. Ideally, the members of the group should come to a consensus on the goals. It is vital that all members of the team have an input into the development of the goals. If members do not have a role in the determination of the goals, commitment and ownership of the project will be lost.
- b. Goals should be challenging to the team, stretching the abilities of the individual and collective members of the team. Goals should be attainable in a reasonable time frame and provide opportunity for the members to excel.
- c. Goals must be stated in a manner that lends itself to being measurable and results driven. A goal of: 'make all employees happy doing their jobs,' would not be a measurable goal. However, stated as: 'improvement on employee job satisfaction 5% in an attitude survey,' would be a measurable goal.
- d. A main goal can have sub-goals. An example of a goal with sub-goals would be: Provide seamless support services to victims of crimes as identified by customer service satisfaction surveys and increase prosecution rate by 30%. Sub-goals may include: Establish a list of service providers, develop a model protocol, increase offender apprehension by 10%, create a data base of victims, create a case tracking system, cross-train personnel and delineate duties of each position.



- e. The development of short-term goals may help motivate the team members and encourage them to continue working on the achievement of the long-term goals. Timed benchmarks help establish points in the project at which progress can be measured. People need to see results.

1. Some Examples of Desired Goals:

- a. Goal #1 – Achieve a 20% reduction in trauma to victims of sexual assault and domestic violence
- b. Goal #2 – Achieve a 15% increase in the number of arrests
- c. Goal #3 – Increase the level of support victim's feel throughout the steps of the criminal justice system
- d. Goal #4 – Achieve a 10% increase in the number of cases successfully prosecuted

1. Desired goals stated as DEFINED goals:

- a. Example: Goal # 1: Reduce trauma of victims by 10%.

- 1. That will be accomplished through a survey sent to past victims to establish a degree of satisfaction (or dis-satisfaction) regarding how they were served. The same survey would be sent to recent crime victims after the same time period has passed.

- 2. Sub-goals would be:

- a. The development of the survey
- b. Design of "one-stop shopping"
- c. Establishment of a protocol for victim advocates to meeting with victims as soon as possible (at scene if possible)
- d. Establishment of protocol for following through with the victim

- 3. Each desired goal becomes a defined goal. The method to accomplish it is the short-term goal.

- b. Example: Goal # 2: Increase the percentage of arrests by 20% from the previous year.

- 1. The sub-goal to accomplish is: Establish the number of arrests from the previous year and the number of cases from the same time period.



**Group exercise:** Write defined goal, sub-goals and short term goals for desired goals # 3 and # 4.

#### 4. **Establishment of Commitment:**

- a. It is imperative that the members of the team work with a sense of unity and commitment to the team. A team spirit and a sense of loyalty are essential to team building. Everything must be for the team. Identification with the team, its members and the goals to which the team strives, must be evident. Each individual must make the team goal a higher priority than any personal goal.
- b. To achieve team spirit, encourage team members to become more actively engaged in the goal establishment and planning activities. Don't allow members to avoid involvement. Specifically seek out members' opinions. Assign measurable functions to different members to increase involvement and a sense of team spirit. Answer the questions:
  1. Why would a law enforcement officer want to be a part of this team?
  2. What is in it for the officer? Be prepared for some resistance and plan methods/techniques to overcome that resistance.

#### 5. **Collaborative Environment:**

- a. With two professions seemingly so far apart, how could they ever work together? For collaboration to exist, it must have the right environment. Trust is key in establishing that environment. What is trust and how can it develop? Trust is viewed as including openness, honesty, respect, integrity and being reliable. It can be developed through firm rules that the team will enforce. The team should not tolerate: lies, exaggerations, selfish motives and disrespect. Rules must be clearly laid as a foundation of collaboration. The goals should dictate the climate not private agendas.
- b. Team members must see themselves as integral components of the team. An understanding of their roles in serving the victim is imperative. Also, members must be held accountable for the roles they play in serving that victim.
- c. The team approach requires a clear picture of the outcome that the team wants and needs. Then determine what part each member of the team can play in that outcome. Look at the desired end result and take action to achieve it.

#### 6. **Cross-Training:**

- a. Follow-up interviews with victims have revealed that a "lack of understanding of the protocol on both sides contributed to the friction between victim advocates and law enforcement."(An Uneasy Alliance, Sudderth) Cross-training addresses the need for



understanding the contribution that all team members can make to assist the crime victim. Cross-training helps to better understand each member's perspective. Many advocates cross-train through helping law enforcement officers do their job (take the report, collect evidence, etc.) fostering a better understanding of the role they play in achieving a positive result for the victim.

- b. Victim advocates and law enforcement officers need to find ways to become familiar with their counterparts' functions. Discussions about police activities will lack credibility and accuracy if advocates cannot show some familiarity with the aspects of the position. Advocates should take the opportunity to ride with patrol officers and observe them in different aspects of their jobs.
- c. Law enforcement officers should become familiar with the difficulties a victim advocate faces by assisting him/her in various aspects of his/her job. Advocates are often tasked with explaining to victims why offenders do not receive "just punishment." Seeing the long-term affects of crime upon a person is a reality for the victim advocate and can be an eye-opening experience for the law enforcement officer.

## **7. Conflict Resolution:**

- a. As with any team, there is conflict. Not all conflict is bad. The conflict may just be a different point of view, different perspective and may add to the quality of the result. For example, in a domestic violence situation, the local law enforcement officer may advise the victim to ask neighbors to listen for sounds of violence and then call law enforcement. The victim advocate may advise the victim to ask the neighbors to create a diversion by knocking at their door or calling on the telephone on the pretense of an unrelated issue. By calling authorities, the law enforcement officer believes help can arrive sooner. By creating a diversion, the victim advocate believes the violence may be diffused. The differing advice to the victim may provide another perspective on the issue.
- b. An effective team acknowledges conflict and works to resolve or accept it. Creating an environment, in which all points of view are discussed openly and honestly, is imperative. Conflict should be addressed directly. Differences in philosophy, protocol and training should be discussed early in the process.
- c. It may also be helpful to document problem areas and develop a problem solving process. Attempt to develop a factual understanding of the nature and scope of a problem. Determine if it is a procedural issue or a one-time event.
- d. When conflict interferes with meeting goals, it needs to be addressed and resolved as soon as possible. A trained mediator may be necessary to resolve some conflict.



**8. Communication:**

- a. Open lines of communication are important to any team. The exchange of information is an important component of collaboration. However, interactions between victim advocates and the law enforcement personnel are not always open and cordial. Confidentiality must exist between the victim and the victim advocate.
- b. Details of the crime may need to be kept confidential by law enforcement for investigative and prosecutorial reasons. The dynamic of confidentiality should be discussed and planned for early in the relationship. Determine what may need to be kept confidential and why.

**Group Discussion:** List some items that may need to be kept confidential and why. Discuss how this can be agreed upon by law enforcement personnel and victim advocates.

- 9. **Elimination of Physical Barriers:** Studies have shown that teams work best when in physical proximity. Having offices across town from one another creates a barrier and promotes a lack of communication. Ideally, law enforcement officers and victim advocates should be working together and seeing each other at least weekly if not daily. Sharing office space can make functioning together easier with fewer misunderstandings because conversations are frequent and face to face.
- 10. **Review of Goals and Follow-up on Team Goals:** Routinely review goals to make sure the parties continue to be in agreement. Goals may change in pertinence or importance over time. The original goal must be attainable and measurable. Goals should be periodically measured for progress and continued validity.



## OBSTACLES TO SUCCESSFUL COLLABORATION

### OBSTACLES TO SUCCESSFUL COLLABORATION (SPO #7)

- A. Collaboration is valuable in servicing the victim. What can make collaboration difficult for the members of the team? Some barriers to success include:
1. **Trust among team members is difficult to establish**
  2. **Participants are often uncomfortable with sharing data**
  3. **Funding is scarce**
  4. **Self-serving agendas**
  5. **Hidden agendas**
  6. **Competition for funding**
  7. **Frequent turnover of team members**
  8. **Volunteers who lack commitment for collaboration**
  9. **Gender frictions: Law enforcement ranks are predominantly male. Victim advocates are predominantly female.**



## COMMON GROUND

### SIMPLE ITEMS THE VICTIM ADVOCATES AND LAW ENFORCEMENT OFFICERS CAN DO TO HELP THE VICTIMS (SPO #8)

A. In spite of differences between victim advocates and law enforcement personnel, there are services that both can provide the victim:

1. **Show respect for the victim** by:

- a. Asking the victim for permission at various times during contact. This gives back some of the power the victim lost when victimized. Say:
  1. "May I sit here?"
  2. "What would you like for me to call you?"
  3. "Is it okay if we talk now?"
  4. "May I ask you some questions?"
- b. **Believe the victim:** While it is imperative that the victim advocate unconditionally believe the victim, the law enforcement officer can also believe the victim. Studies have shown that only 2-3 percent of rape cases are fabricated; the same for other reported crimes.
- c. **Make the victim comfortable:** Does the victim need additional clothing, medicine, food, water, blanket, etc.?
- d. **Make the victim feel safe:** If the offender is present, remove the victim from the area. Take the victim to a shelter house. Work with the victim to establish a safety plan.
- e. **Acknowledge the victim's feelings.** For example say, "You have a right to be upset."
- f. **Explain the process:**
  - a. Why certain questions have to be asked.
  - b. What will happen next?
- g. **Empower the victim by providing information so he/she can make informed decisions.**



## ONE-STOP SHOPPING

### THE CONCEPT OF ONE-STOP SHOPPING (SPO #9)

Some time ago, entrepreneurs like Sam Walton and Fred Meijers thought that customers would like a one-stop shopping experience that would be open 24/7, hence, the creation of Wal-Mart and Meijers. Who would have ever thought that in one building you could buy postage stamps (that used to be available only at the post office), get your hair done, buy a pair of shoes and do your weekly grocery shopping? One-stop shopping quickly caught on with the American public.

Consider how a person who is not thinking clearly, a person who has just been victimized and needs services immediately, would feel about one-stop shopping.

As an eight-year veteran of victim advocacy noted, one of the obstacles a victim faces in leaving stressful situations is difficulty making contact with the agencies providing assistance that are often scattered throughout the city and county. Some victims do not have phones, and some are without transportation. Some victims feel that the extra burden and added stress are not worth it and choose to decline available services.

Victims of violent crime are commonly required to travel to several different locations for services. This is not only often dangerous and inconvenient but rarely are victims in a state of mind to successfully navigate through such a maze. One advantage of collaboration is on awareness of services each entity offers. In some locations, it is reported that victims must travel to 20 different locations to get help due to their victimization. One-stop victim services would go a long way in enhancing the effectiveness of assistance.

“We created a system for the convenience of system professionals, not for the convenience of victims and their children. Victims of violent crime, including sexual assault victims, victims violated by their most intimate partners, often in shock and suffering severe physical, mental, emotional and spiritual trauma, were being sent on a scavenger hunt if they wanted to get help. This hunt was at best ‘cruel and unusual punishment’ for a victim.” (Hope for Hurting Families, Gwinn, Strack)

To learn about the services scattered around the town and/or county, usually one must contact the local police. Sometimes victims are not yet ready or willing to involve law enforcement and often fail to locate the needed services. Advertisement of available services in a one-stop shopping guide could help victims quickly acquire services without involving law enforcement, if they choose.

**The goal of one-stop shopping is to provide as many victim services as possible in the easiest and most convenient method.** Some of the services that should be considered in one-stop shopping are:

- Victim assistance
- Child advocacy
- Child and adult protective services
- Counseling – financial, career, pregnancy, spiritual, substance abuse

OHIO PEACE OFFICER TRAINING COMMISSION



- Sexual assault examinations
- Law enforcement assistance
- Support groups
- Legal services
- Safety planning
- Food
- Medical services
- Medical supplies
- Shelter for victims and children
- Clothing (immediate)
- Clothing (long term for job training/ job interviews)
- Help in securing housing needs (from shelter living)
- Cell phones
- Care for pets
- Parenting programs/education
- Child care/day care
- Care for the aging
- Job training
- Mentoring programs
- Locksmith services/private security
- Resume writing and interview training
- Access to mental health professionals
- Transportation assistance

Earlier we identified three critical factors in victimization. One of those included the importance of getting help to the victim as soon as possible following the victimization. Research clearly supports early intervention for trauma to reduce the development of more serious psychological disorders. One-stop shopping can help fulfill the need for early intervention. This can only come about through the collaborative efforts of all those who work for reducing crime, helping the victim and victim families, and ensuring justice.



## MYTHS

### MYTHS AND MISPERCEPTIONS RELATED TO THE ADVOCATE/LAW ENFORCEMENT RELATIONSHIP (SPO #10)

- A. The division between victim advocates and law enforcement officers is often fueled by myths. These misconceptions can and have hindered the provision of services to victims. Here are some myths and the facts:
1. **Myth #1: *Some women fabricate rape to get back at the “accused.”*** Research has found that 2-3 percent of reported rapes are later found to be fabricated. In some of those instances, the case involves a person with a mental illness and is not a vengeful act. Rapes are underreported. The U. S. Justice Department estimates that only 26% of rapes are reported to authorities.
  2. **Myth # 2: *Only women officers can interview women who have been victimized.*** Victims should be given a choice as to who should interview them after a sexual assault. The notion that women hate men after a sexual assault is not true. Victims do not stereotype based upon the sexual assault. The level of comfort a victim has prior to the victimization in discussing very intimate details with a member of the opposite sex may determine the comfort level of discussing the rape with a member of the opposite sex. The victim recognizes the abuser as the deviant not indicative of the entire gender. The victim should choose.
  3. **Myth # 3: *The community places responsibility for the violence where it belongs, on the criminal.*** Victim blaming is common in cases of domestic violence. It happens without realizing it when we expect women to stop the violence or leave. We do not scrutinize why batterers keep beating and getting away with it.
  4. **Myth # 4: *People who drink alcohol and do drugs and then get raped have no one to blame but themselves.*** This belief is aimed at placing the blame for the act of the violence of rape onto the victim and not the offender. Victims may be encouraged to use alcohol or drugs in order for the offender to have an easier target. In some cases, victims are secretly given drugs to render them unable to fight the assault. Because a person drinks alcohol does not mean the person is asking to be assaulted. The act of drinking alcohol and taking drugs is a separate act from any sexual act. A person who is under the strong influence of drugs or alcohol may be unable to give consent for any sexual activity.
  5. **Myth # 5: *Domestic violence is usually a one time event, an isolated incident.*** Battering is a pattern. Once violence begins in a relationship, it often gets worse and more frequent over time. Battering is not just one physical attack. It is a number of tactics (intimidation, threats, economic deprivation, psychological and sexual abuse) that are used repeatedly. Physical or sexual violence is one of those tactics.



6. **Myth # 6: *Men who abuse their partners are usually good fathers and therefore, should receive at least joint custody of the children in divorce situations.***

Children are certainly adversely affected when their mothers are battered by their father. Between 30-70% of children in homes where mothers are abused are also physically or sexually abused. In addition, witnessing abuse of a parent is traumatic to children and can have lasting effects on their emotional development. Batterers also have typical characteristics of parenting styles which are detrimental to their children including authoritarianism, under involvement, neglect, and irresponsibility and undermining the mother's authority as a parent (Bancroft, Lundy & Silverman, Jay *The Batterer as Parent*, 2002)

7. **Myth # 7: *Domestic Violence is a result of mental illness.*** Only an extremely small percentage of batterers are mentally ill. Many who abuse their partners are very charming, persuasive and rational. Domestic violence is a behavioral choice.

8. **Myth # 8: *Only young attractive women are sexually assaulted.*** Victims can be anyone. They can be male, female, infants, elderly people or disabled people. Anyone can fall victim to a person who hates, desires to humiliate and control another person.



## VINE – Victim Information and Notification Everyday

A. A significant breakdown in communication resulting in the death of a 21 year old alerted a community that a better communication system was desperately needed. Mary Byron was murdered by her former boyfriend who had been charged with raping her three weeks earlier. Mary Byron's parents requested that they be notified if Mary's former boyfriend was released. No one told Mary or her parents that her rapist had made bail. On her 21<sup>st</sup> birthday, Mary Byron was murdered by the former boyfriend. If only Mary had known that her rapist was out on bail, the tragedy of her being murdered may not have occurred.

### 1. THE CONCEPT OF THE VINE COMMUNICATION SYSTEM (SPO #11)

- a. This tragedy is both an example of a system that didn't work and a system that was made to work. A notification system didn't work and as a result someone was murdered. From this tragedy came the VINE communication system.
- b. **VINE is an automated victim notification system. It is designed to provide for victims and other citizens timely information regarding criminal cases and status of offenders.**
- c. Using VINE, any person can enter an offenders name and/or Offender ID number and obtain the current status of the offender. A user may also access VINELINK.com to register for notification on custody status changes.
- d. This service will alert the person when there is a change in the custody of an offender including the release or escape of an offender who is housed in a VINE participating facility across the United States.
- e. As of November 2007, there are 42 states participating in the VINE communication system.

### 2. THE FUNCTIONS OF THE VINE COMMUNICATION SYSTEM (SPO #12)

- a. Here is how this system works:
  1. **As data entry personnel from an agency enter information into their own data management system, it is automatically uploaded into a VINE gateway system.**
  2. **This information is then uploaded to the secure communication center in Louisville, Kentucky or it is uploaded directly into an Appriss workstation.**
  3. **The information is updated as available, usually every 15 minutes.**
  4. **The information that is transmitted is stored at the communication system until it is needed.**



5. **The user will call a toll-free number (specific to the site where the offender is being held). A series of questions will be asked to aid the system in obtaining information regarding the offender they wish to retrieve information on.**
  6. **When the offender is located, VINE may provide information such as offender's identification number, location of offender, possible charges and possible release date if the offender is still in custody.**
  7. **For those circumstances where there are multiple offenders with the same name, the system will ask the user for additional information such as birth date or middle initial. When there are no matches, the system will inform the user. For assistance, the user only needs to press "0" for the operator.**
- b. After the offender is located, the VINE communication system will ask the user if they would like to register when there is a change in the offender's status. If the user desires such, he/she is directed to enter a ten-digit phone number where they would like to receive notification. A Personal Identification Number (PIN) is assigned to the user for verification that the notification has taken place.

### 3. **FEATURES OF THE VINE COMMUNICATION SYSTEM (SPO #13)**

- a. Some other important information regarding the VINE Communication System:
  1. It is **available 24 hours a day, 7 days a week, 365 days a year**
  2. **Live Support Operators are available to assist** the user by pressing "0" anytime
  3. It is **anonymous and confidential**
  4. **There is no tracking device associated with the phone number making the call**
  5. It is **FREE for both searching for offender as well as notification**
  6. There is **unlimited usage**
  7. **Language is not a barrier as VINE can assist with multiple languages**
  8. **Users can use the telephone or internet to access VINE**
  9. **Anyone can use the VINE Communication system, you do not need to be the victim**
  10. **Notification calls can be made to multiple phone numbers**
  11. **VINE can be used to locate offenders to serve warrants**



12. VINE can help law enforcement comply with victims' rights requirements
13. Any change in custody status will initiate a notification call
14. Information regarding a change in status of an offender is available up to 14 days

**Group Discussion:** Discuss ways in which the VINE communication system could be helpful to the Victim Advocate and the Law Enforcement Officer.

B. In order for people to use VINE, it must be promoted as much as possible to those who may need the information. The victim advocate and the law enforcement officer are in the best position to inform victims of the service and for using the VINE communication system to help them. For the Victim Advocate, informing the victim of this service and details in using it can help fulfill a critical need for security for the victim. Families of victims, witnesses to crimes and neighborhoods can also benefit from knowledge of the location of the offender.

The Appriss, Provider of the Vine Service stated, "VINE protects and empowers victims. Often as service providers, we hear victims talk of fears that seem unreal to us. But to the victim, these fears are real. Many times, the biggest problem that victims speak of to do with the judicial system is that they are not kept informed of what is going on with the case. A large piece of reclaiming control of their lives from a victim's perspective is the ability to stay informed of what's going on in their case."

Law enforcement officers can use the VINE system to locate an offender to serve a warrant, or determine whether the offender is in custody and therefore not able to commit like crimes. The VINE system was created to help prevent crime.

**Group Discussion:** What are some ways the community, law enforcement agencies and victim advocates can help educate the public on the VINE service? As a Law Enforcement Officer, how would you promote VINE usage?



## COURSE SUMMARY

Charles Dickens said, "No one is useless in this world who lightens the burdens of others." Both the law enforcement officer and the victim advocate have the ability to lighten the burden of others through their treatment of the victim at a critical time. There is a need for collaboration due to the high crime rate and affects of crime on the victims. Better utilization of limited resources, identification of gaps in services, better understanding of each others' perspectives are just a few of the benefits of effective collaboration.

There are three critical issues in dealing with a crime victim: treat victims with dignity, compassion and respect, law enforcement officers are in a position to help or hurt, and immediate care is necessary.

The differences between law enforcement officers and victim advocates are numerous and include differences in training, focus of job, environment structure, differences in approach to the victim and in roles in working with the victim. The major difference between law enforcement officers and victim advocates is that the officer places emphasis on the offender and the advocate places emphasis on the victim.

Collaboration works to draw upon those differences in a positive manner. Effective collaboration consists of development of the vision, upper management involvement, development of clear goals, establishment of commitment, collaborative environment, cross training, conflict resolution, communication, elimination of physical barriers, review of goals and follow-up on team goals.

There are some things that both the victim advocate and the law enforcement officer can agree and provide to the victim. They are: show respect, believe the victim, make victim comfortable, make victim feel safe, acknowledge feelings of the victim, explain the process and educate victim.

The concept of one-stop shopping is to provide services to victims in the easiest and most convenient method. One-stop shopping can help fulfill the need for early intervention when victim may not be ready for police involvement.

The VINE (Victim Information and Notification Everyday) communication system is a tool for those interested in having the knowledge of the custody status of a particular offender(s). It provides for information and notification when there is a change in custody of an offender. The tools can be beneficial to both the law enforcement officer and the victim advocate as well as to the victim.



## QUESTIONS

1. Define collaboration?
2. Name the 10 elements of an effective collaboration.
3. Name an effective means of getting team members actively engaged in goal establishment.
4. List one method of cross-training for both advocates and law enforcement officers.
5. When you believe that something should be kept confidential, how should that be handled in a collaborative process?
6. Name six items discussed in the lesson that both the victim advocate and the law enforcement officer can do to help the victim.
7. Explain the concept of one-stop shopping.
8. What is the advantage of one-stop shopping?

### Questions - True or False

9. A benefit of collaboration is the ability to identify gaps in services and eliminate the gaps through development of needed services.
10. Collaboration can ensure that required information is provided to the victim in a timely fashion.
11. There may be differences between victim advocate and law enforcement officers but that can only hurt the victim.
12. The victim advocate is trained to interview and interrogate the victim.
13. The law enforcement officer's focus at the scene of an incident is to determine if there is just cause or probable cause for an arrest.
14. The victim advocate is focused on the victim while the law enforcement officer is focused on the perpetrator.
15. The goal of the law enforcement officer is to apprehend the perpetrator.
16. The law enforcement officers works primarily from the right side of their brains presenting an abstract, emotional and creative approach to the crime.



17. VINE is a free service that is anonymous and confidential which provides information and a notification service on current offenders.
18. VINE is available 24/7, 365 days per year.
19. Anyone can register for a notification call alerting them that a particular offender has been released.
20. The VINE communication system can be a helpful tool to law enforcement officers.
21. The VINE communication system uses the last four digits of your social security as a security code.
22. The VINE Communication system is just for victim and police officers to use.



## QUESTION/ANSWER KEY

1. Define one definition of collaboration.

*Collaboration is the exchange of ideas (or information), sharing of resources, coordinating activities, to enhance the capacity of another for a mutual benefit and search for solution that go beyond their own limited vision of what is possible.*

2. Name the 10 elements of an effective collaboration.

- *Develop the vision*
- *Upper management involvement*
- *Development of clear goals*
- *Establishment of commitment*
- *Collaborative environment*
- *Cross-training*
- *Conflict resolution*
- *Communication*
- *Elimination of physical barriers*
- *Review of goals and follow-up on team goals*

3. Name an effective means of getting team members actively engaged in goal establishment.

*Specifically seek out team members for their opinions to actively engage in goal establishment and assign these teams members action (to do) items. Assign measurable functions to different members to increase involvement and a sense of duty to the team.*

4. List one method of cross-training for both advocates and law enforcement officers.

*Victim advocates can cross train through helping the officer do their jobs such as taking reports, collecting evidence, etc. The law enforcement officer can cross train through helping the advocate inform the victims of crime that the offender has been released or that no offender has been caught.*

5. When you believe that something should be kept confidential, how should that be handled in a collaborative process?

*It is important to communicate the need to keep information confidential and a full explanation of why it must be kept confidential.*



6. Name six items discussed in the lesson that both the victim advocate and the law enforcement officer can do to help the victim.

- *Show respect for victim*
- *Believe the victim*
- *Make victim comfortable*
- *Make the victim feel safe*
- *Acknowledge the feelings of the victim*
- *Explain the process*
- *Empower victim through education*

7. Explain the concept of one-stop shopping.

*The concept of one-stop shopping is that needed services are available to the victim in one location. The victim, who usually is not in the best frame of mind, can get services without driving all over the county. It provides services in the easiest and most convenient method.*

8. What is the advantage of one-stop shopping?

*The victim can find needed resources without having to contact the police for a referral and services are easily available and known to the victim.*

#### Questions – True or False

9. A benefit of collaboration is the ability to identify gaps in services and eliminate the gaps through development of needed services. *True*

10. Collaboration can ensure that required information is provided to the victim in a timely fashion. *True*

11. There may be differences between victim advocates and law enforcement officers but that can only hurt the victim. *False, if managed properly, the differences between victim advocates and law enforcement officers can help the victim because the two roles can compliment each other and can promote a better understanding of the role each plays in helping the victim.*

12. The victim advocate is trained to interview and interrogate the victim. *False, the law enforcement officer is trained to interview and interrogate the perpetrator.*

13. The law enforcement officer's focus at the scene of an incident is to determine if there is just cause or probable cause for an arrest. *True*

14. The victim advocate is focused on the victim while the law enforcement officer is focused on the perpetrator. *True*

15. The goal of the law enforcement officer is to apprehend the perpetrator. *True*



16. The law enforcement officers work primarily from the right side of their brains presenting an abstract, emotional and creative approach to the crime. *False, law enforcement officers work primarily from the left side of their brains presenting a logical, practical and sequential approach to the crimes.*
17. VINE is a free service that is anonymous and confidential which provides information and notification service on current offenders. *True*
18. VINE is available 24/7, 365 days per year. *True*
19. Anyone can register for a notification call alerting them that a particular offender has been released. *True*
20. The VINE communication system can be a helpful tool to law enforcement officers. *True*
21. The VINE communication system uses the last four digits of your social security as a security code. *False, the four-digit code can be any number the person wants as a security code.*
22. The VINE communication system is just for victim and police officers to use. *False, anybody can use the VINE communication system. In fact, people are encouraged to use the system as a means to receive information and notification regarding an offender.*

