

Building Capacity in Child Welfare Systems: Domestic Violence Specialized Positions



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I. Introduction

The Domestic Violence Specialists Model

It is increasingly apparent that many of the millions of children who are involved with the child welfare system at any one time have mothers who are victims of domestic violence. This presents daunting challenges to these agencies, which are mandated to achieve safety, permanency, and wellbeing for children. Promoting children's safety, permanency, and well-being is tied directly to ensuring that their mothers are free from harm. Over the past 15 years, there has been a range of efforts to build the child welfare system's capacity to address the mother's circumstances. One promising capacity building strategy involves making regularly available to child welfare staff, judicial personnel, and others working with these families someone who is knowledgeable about the dynamics of domestic violence and who is familiar with resources in the community.

These new actors, generally referred to as "domestic violence specialized positions," are essentially creating a new "field," one that stands between several different disciplines and systems. Individuals who hold these positions are pioneers, blazing a trail for others through often doubting and dehumanizing bureaucracies. Despite the recent advent of this role on a national scale, those who occupy the position have had experiences of sufficient depth and duration so that a field is emerging. Domestic violence specialists held their first national meeting in 2006. Observations from this meeting are incorporated in a companion document by Shellie Taggart and Lauren Litton, "Reflections from the Field: Considerations for Domestic Violence Specialists."

States and communities have created a wide range of positions with varying job titles that all fall under the umbrella of domestic violence specialized positions. They differ as result of states' and communities' varied structures and contexts, as well as the degree to which different agencies in the state and community that work with vulnerable families have identified common interests and forged collaboration.

Yet, these specialized positions all have critical core components. Domestic violence specialist jobs serve as a bridge and a translator across philosophies and procedures, laws and loyalties, individuals and organizations, government responsibilities, and community concerns. They reflect—and are often expected to resolve—the friction as well as the opportunity created by the intersecting but only occasionally consonant interests of those in the child welfare system.

States and communities have adapted the domestic violence specialist model in a variety of forms. They have sought to embed various elements of the specialist's role in the many different components of the vast and complex child welfare system. There are a significant number of functions that fall under the umbrella of domestic violence specialized positions and consequently, the model looks different not only from community to community, but also within the different components of the system, such as courts and child protective services.

We have identified three primary functions within the model: Client Support and Advocacy, Systems Change, and Batterer's Compliance.

Client Support and Advocacy

This approach focuses heavily on supporting frontline workers with specific cases and in some instances, includes direct consultation with families

Some of the early efforts to create specialized positions were undertaken by child welfare agencies, often with the assistance of victims' services agencies. These roles fell primarily in the client support and advocacy framework and were devoted to appreciating and advocating for the needs

of abused women and prepared to offer guidance to caseworkers about critical steps for protecting them. Since many of the individuals who came into the new roles had previous experience as advocates, they are able to form different relationships with abused women than the ones developed by a child protection investigator or caseworker. Traditionally, the child welfare system has been focused on children, and approaches the mother with the assumption that she may be complicit in the abuse or neglect. By contrast, the domestic violence specialist role is designed to upend that assumption. Instead, the relationship is built on the notion that the mother is herself victimized but that, at the same time, she has assets and strengths that she can build on. These experts are viewed as individuals who can offer information and resources that can help the mother.

Systems Change

This approach focuses heavily on educating and training a wide range of stakeholders within the child welfare system and also in the community, gathering information about practice and policy, and reporting and disseminating information that can be used to influence case practices and agency policies.

As these positions developed, patterns emerging from the cases and experiences with the families provided the basis for domestic violence specialists to promote changes in agency protocols and caseworker practice. Through training, education, and community connections, these specialists became change agents within the system.

Batterers' Compliance

This approach is designed to keep track of perpetrators' participation in Batterers' Intervention Programs and, in so doing, create a way for the child welfare system to reach out to the men.

A more recent adaptation of the specialized position concept involves advancing the ability of dependency courts and child welfare agencies to maintain better accountability for perpetrators and to begin to address men's needs. Specialists in these roles have developed new mechanisms to monitor compliance of perpetrators who are mandated to participate in batterers' intervention or other programs. They have also opened avenues for child protection services and courts to learn more about and reach out to men, especially those with no biological relationship to the child, who have only recently been recognized as legitimate "clients" of the system.

Bringing into child welfare a cadre of people who are dedicated to understanding the dynamics of domestic violence strengthens the system's capacity to achieve its original mission of protecting and serving vulnerable children through family-oriented practice. It further promises to create earlier and more comprehensive steps toward safety for families experiencing domestic violence.

This report is designed to describe the various functions that fall within the domestic violence specialists' role. While we have identified three major functions within the role, many of the positions that have been established may include responsibilities from more than one of the major functions. The major functions are set forth here to help identify the larger purposes of these new roles and to help sort through the wide array of responsibilities that these positions undertake.

In doing so, the report seeks to assist policymakers and practitioners in developing specialist positions that are tailored to the circumstances of their communities and states. We offer observations about initial expectations for these positions and the evolution of the positions over time. We also set forth composite examples of each of the major types of specialized positions and lay out the components of each, including responsibilities, auspices and settings, competencies, and funding sources. By doing so, we highlight different approaches to improving understanding of domestic

violence and strengthening the likelihood of achieving safety for non-offending parents and their children.

The report is informed by materials, including job descriptions, for several specialist positions, interviews with individual specialists and groups of specialists around the country, and a roundtable discussion with several specialists and their supervisors. We draw especially on the six communities that, with the support of federal funds, are testing application of the principles set forth in the *Greenbook*¹ because they have, among many other strategies, put in place domestic violence specialized positions.

II. The Emergence of a New Role in Child Welfare Agencies: The Massachusetts Experience

In 1990, Massachusetts became the first state to bring expertise about domestic violence into its child welfare agency. The state's Department of Social Services sought to understand better the perspective of mothers so that caseworkers would begin to incorporate the women's lives into their considerations about the children who were coming to their attention. In the first phase of the department's effort, battered women's advocates were recruited to consult on high risk cases. Within a short time, the Department realized that cases of child maltreatment in which a mother was also victimized were much more prevalent than it had previously understood. To address this, the Department created an entire "domestic violence unit" so that advocates would be available in all of the child protection offices throughout the state.

In this initial concept of the role, specialists were called on to train and counsel child protection workers and their supervisors on issues related to domestic violence, the needs of the mothers, and the help that was available in the community. As the experience has deepened and evolved over the last decade and a half, the domestic violence unit has been organized in varied ways. At one time, it decentralized its workers into its regional and local offices. It has initiated community collaborations in some localities, working directly with community organizations, including domestic violence service providers. It has also brought its full cadre of specialists into a central state office. Each approach has had advantages and disadvantages, and each was dependent on various contextual factors.

III. Designing the Role

Context matters significantly when designing domestic violence specialist positions. Each state determines the organization of its child welfare system—including courts, child protection agencies, domestic violence service providers, law enforcement and probation, prosecutors, and parents' attorneys—and there is considerable variation both across states and within them. In addition, domestic violence may be handled within several different courts—including criminal, family, and dependency courts; some jurisdictions also have courts designed specifically to handle domestic violence cases. The availability of domestic violence service providers and shelters also is not uniform either within or across states.

1. The *Greenbook* is the informal title for Schechter, S. and Edleson, J., "Effective Intervention in Cases of Domestic Violence and Child Maltreatment: Guidelines for Policy and Practice," National Council of Juvenile and Family Court Judges, 1998. The six communities that received federal funds to pilot the Greenbook principles are: El Paso County, Colorado, Grafton County, New Hampshire, Lane County, Oregon, San Francisco, California, Santa Clara County, California, and St. Louis County, Missouri.

In addition to organizational and structural variations, there are also philosophical differences between and within the different systems and disciplines. Some communities are open to finding common ground across these divides and have developed strong collaborative relationships among the different institutional actors working with the same families. In other communities, however, the philosophical frameworks continue to collide and collaboration in serving these families is far from routine. In these communities, workers in one part of the system may know little about the other parts, and families may know little about what to expect from, let alone how to navigate, either the legal process or community-based resources. As noted earlier, to address these divergent contexts, states and communities have created a wide range of positions with varying job titles that all fall within the rubric of domestic violence specialized positions.

Below we describe some of the essential elements of these specialized positions; and drawing from a range of job descriptions, we identify some of the variations that may be useful for adaptation, including: responsibilities, auspices/settings, competencies, and funding sources.

Responsibilities

Specialized positions have been designed with different purposes and varying clients. While communities may designate specialized positions with different names or titles, for ease of description, discussion, and application, we have identified three principal functions—client support and advocacy, systems change, and batterers' compliance—and identify possible roles and responsibilities within each. These are composite inventories, reflecting responsibilities that broadly characterize a variety of specialized positions that are found throughout the child welfare system. Furthermore, none of these categories is pure: some "systems change" oriented positions also do client support work while some positions designed to do direct services with families may also end up learning from their experiences and sharing it in a way that affects broader changes in agency functioning.

Client support and advocacy.

The position is focused primarily on case consultation, assistance to caseworkers, and direct interaction with families, mainly mothers. Key responsibilities are:

Assistance to caseworkers or other frontline personnel:

- Assist in identifying survivors of abuse; in some systems, specialists review all the intake forms so that they can reach out to families as early as possible;
- Provide crisis intervention with families, child protection workers, or judicial personnel, on site or by telephone;
- Provide consultation to child protection workers throughout the duration of cases involving domestic violence, including help with referrals to other services such as emergency sheltering or transitional housing;
- Team with child protection workers in meetings with families, at home, or elsewhere;
- Empower and support child protection caseworkers to work with families with domestic violence involvement;
- Assist caseworkers in developing case plans;
- Provide networking support with professionals (prosecutors, parents' attorneys, probation officers, others) involved in concurrent cases affecting the perpetrator; and
- Participate in case consultations or team decision making meetings.

Direct interaction with families:

- Make client visits independently;
- Provide direct support for clients to assist them in understanding domestic violence and its impact, safety planning, protection protocols, referrals, and information about their rights in the context of court proceedings;

- Provide information about and help with application for the victims of crime program;
- Support for victims in court hearings;
- Direct assistance to families in obtaining protective and restraining orders, including help with preparation of the “declaration” portion;
- Silent support during mediation;
- Silent support in court when perpetrator is present; client directed court support in other instances; and
- Participate in family group conferencing.

Other:

- Coordination with sheriffs/marshals to ensure safety for the victim entering and exiting the courtroom and, where appropriate, the duty to warn relevant persons about imminent danger to the client;² and
- Assistance with assessments for lethality and risk of suicide.

Systems change.

The position is designed to influence systemic change and affect service delivery broadly. The specialist’s “client” is usually workers, supervisors, and/or the agency as a whole. Among the key responsibilities that have been incorporated in positions with a systems change orientation are:

Training:

- Training, instruction, and guidance, including both coordination of training and provision of training about the legal, social, and health related aspects of domestic violence and about community resources; and
- Community education, including training of a range of professionals and organizations that interact with the same families.

Community liaison:

- Strengthen the collaboration between the child protective service agency and other agencies that deal with domestic violence, including domestic violence service providers, law enforcement, and probation; and
- Maintain continuing interaction with the community.

Information gathering and dissemination:

- Information and data gathering, including tracking cases and referrals;
- Develop and disseminate information about resources for victims, perpetrators, and children that are culturally sensitive and linguistically appropriate to the community’s varied populations;
- Identify and bring to the attention of administrators patterns of investigative practice that may raise concerns or issues that need policy or practice adjustment; and
- Provide information about trends and best practices related to domestic violence.

Expert advice and consultation:

- Assist in development of protocols, procedures, and assessment tools;
- Provide consultation about case assignments and planning for handling of domestic violence; and
- Serve as an expert witness in court, or coordinate finding experts to fill that role.

Batterers’ Compliance.

These are among the most recently developed positions arising from the recognition that the child welfare system needs new mechanisms to achieve both accountability for perpetrators and also

ways to assist men to change their behavior and maintain safety for themselves, their partners, and their children.

Case monitoring and review:

- Monitor batterer compliance with court orders; these may affect cases in which the child was in the home, or in which there have been dual charges of domestic violence and child abuse or neglect;
- Conduct administrative review of compliance with court-ordered participation in domestic violence prevention classes, in unsupervised probation, or unsupervised deferred sentence cases;
- Conduct ongoing monitoring and administrative review of the cases; and
- Take appropriate actions in the event of noncompliance.

Direct services for clients:

- Schedule new referrals for interview with Batterers Compliance Program; and
- Attend court hearings, settlement conferences, other court proceedings, usually on request, to provide information about individual batterer compliance progress.

Information gathering and dissemination:

- Maintain database of information about batterer compliance;
- Develop and disseminate regular reports about client compliance to the court;
- Present information about batterer compliance to the family court judiciary and to outside organizations; and
- Coordinate with domestic relations or other courts and maintain coordinated databases.

Auspices and Settings

Specialized positions have developed not only with different responsibilities but with different “employers” and with placement in a variety of settings. Who employs the specialists and where they “sit” are key aspects of devising an effective specialized position. In a job that requires interaction across disciplines and the introduction of expertise and information that may not always be welcomed, how these arrangements are designed can have an affect on their workability for a particular state or locality. The major auspices and settings for specialized positions include:

- Child protective services agencies, including state, county, and local offices;
- Dependency courts, sometimes in collaboration with other courts that hear domestic violence cases, including criminal, domestic relations, domestic violence, and family courts;
- Victims services agencies and domestic violence service providers; and
- Legal services offices.

Some positions have been created by the child protection system and sit within their own agencies, whether state, county, or local offices. Others have been created by the child protection agency, but place the specialists in other settings, such as dependency court. Many of the specialists have been developed by local domestic violence or victim services agencies, which place them in courts or child protection offices. Some cities that generally contract with private agencies to carry out many public child protection functions have also contracted with private agencies to develop, supervise, and serve as the setting for domestic violence consultants. In this formulation, the child protection workers are expected to reach out to the domestic violence consultants for review of cases where domestic violence may be an issue. One city has created teams of specialists – each addressing a particular issue, including domestic violence, substance abuse, and mental health, and making these individuals and/or teams available as consultants to child protection workers.

In some instances, communities have created a dual reporting structure, with the domestic violence agency as one of the supervisors and either child protection or the courts as the other. These are delicate situations to manage, and require continuous and open communication to be effective.

Competencies

Since many of these positions are relatively new, there has yet to be a definitive set of core competencies outlined for these roles. Some leaders also argue that “you know it when you see it” but it is very difficult to define specific skill-sets that predict the success of someone in these positions. In addition, it is important to take into consideration the environment and culture of the agency where a domestic violence specialist will be placed and the team with whom she or he will be placed. Nevertheless, through written position descriptions, interviews and dialogue, several competencies have been identified that may be considered in designing these roles in the future. The hard skills and attributes include:

- Educational degrees, including completion of college-level work at a minimum and masters-level work if possible;
- Relevant work experience, including understanding of domestic violence;
- Advocacy skills and experience;
- Ability to assemble and report data; and
- Knowledge of community providers and resources.

A set of “softer” skills and attributes has also been identified as useful in these roles, including:

- Capacity to see the big system picture while also having sensitivity to the needs of individual families;
- Capacity to educate and provide guidance, as well as to identify opportunities for advice and teachable moments;
- Assertive behavior;
- Tolerance of ambiguity;
- Capacity for active listening;
- Energy; and
- Flexibility.

Finally, since many of the women and families who come to the attention of the child welfare system are low-income, people of color, immigrants, or non-English speakers, individuals in these positions need to bring multi-cultural understanding, openness, and sensitivity.

Funding sources

Many of the current specialized positions are funded through federal *Greenbook* support. However, that is by no means the only source of support for these unique roles. In its earliest phase, Massachusetts used federal Family Violence Prevention and Support Act funds, but for many of the more recent years, state dollars are itemized in the Department of Social Services budget to fund the domestic violence unit in child protection. One *Greenbook* community's social services agency contracts directly with individuals to perform the specialist services and places them in different venues.

Other states use state and federal victims services funds, which are controlled by domestic violence service providers and victims' services agencies to pay for these positions, even when they are housed in the child protection or court offices.

IV. Early Observations about the Work

Expectations for the Positions and Their Evolution

In developing these positions, it is important for the parties constructing them to work together to identify common purposes and expectations for the job and the individuals in them. While these roles are inevitably complex and multi-dimensional, articulating clear roles and responsibilities upfront will minimize some of the tensions the specialists face in executing them.

As agencies or collaboratives determine to develop specialized positions, experience suggests that there have often been a range of expectations, sometimes conflicting, for the individuals who take on these roles. Some hope that these specialists will “take over” all the cases involving domestic violence and relieve caseworkers of the responsibility for them. Others expect that, almost single handedly, these individuals will imbue the caseworkers in child protection or judicial personnel in the court system (or both) with understanding of domestic violence, inoculating them against the thorny and sensitive problems many of these cases present. Others expect that the specialists will just blend into and absorb and represent the perspectives of child welfare, even though they have been brought in to represent and elevate attention to the voice and experience of mothers in these families. Still others accede to these positions, but fear that the individuals, by reviewing cases involving domestic violence, will find fault with traditional practice, creating an additional accountability mechanism within the agency.

Some specialists also have felt pressure from domestic violence services providers to always represent them and the rights and needs of the parent. However, in some instances, it is the specialists who have brought attention as well to the needs of the children who may be affected by the domestic violence in the household.

Any new role in a bureaucracy, especially one that is designed to bring in new and different experiences and perspectives is likely to change over time. Regular review of how the specialist role functions, its responsibilities, and stakeholders’ expectations for it will help recalibrate the role to one that is most suited to community needs. Massachusetts, for example, initially created an internal unit of domestic violence specialists within the state’s child protection agency, and then placed many of the specialists in regional or local offices. Later, in recognition that some of their community partners were retreating from their own responsibilities on the assumption that “the specialists would advocate for their clients,” the state agency recentralized their specialists, redesigned some of their responsibilities, and considered new ways of working with the local partners as well.

Other states have taken different steps to adjust and make the specialist roles more effective. In one instance, where specialists reported to both child welfare supervisors and supervisors in the victims’ services agency, the reporting relationship was streamlined to a single report, in this case, to the victims’ services agency which is providing the funding for the positions.

Confidentiality

One of the areas that requires attention in the creation of specialized positions, especially those that have direct interaction with families, involves the level of confidentiality provided in the specialist-victim relationship. This includes determining whether the specialist’s responsibility is primarily to aid and counsel the mother, or to assist the agency in understanding domestic violence.

In some instances, the role is designed to support and counsel the mother, but the specialist plays no other role in her case during court proceedings or mediation. One court-based program was designed so that mothers were referred to the specialists without determining in advance whether

domestic violence was present, allowing the advocates to protect the disclosures by the mother. In this program, advocates were permitted to maintain the mother's confidences, which strengthened the trust in the relationship, while also minimizing any assumptions the judge might make about the non-offending parent's capacity to care for the children solely on the basis of the presence (or absence) of domestic violence.

Unintended Consequences

Domestic violence specialists have been brought into the child welfare sphere as a way to improve understanding about the violence against mothers in cases where children are also at risk. Often, these specialists have made it possible to elicit information from women about their circumstances, which should be used to assist the mother and her family to achieve protection and safety. Occasionally, the specialists' capacity to understand and reach these mothers has brought more mothers to the attention of the court. As a result, the court or the social services agency may mandate specific services for a mother, which may or may not be appropriate to her needs, and which sets up a situation in which her "non-cooperation" or inability to meet the service plan requirements may then set off additional consequences for her or her children. In more extreme instances, courts may bring charges against the mother for "failing to protect" her child solely because she is a victim of violence herself. This may trigger removal of a child from a non-offending parent, a disruption that itself adds trauma to an already troubling situation.³

Involvement with the child welfare system should be a last resort for any family. Friends and neighbors, clergy, health professionals, community organizations, and many others should be available as a first line of support and help. Specialists with responsibilities for educating community-based organizations, including domestic violence advocates, about the child welfare system can assist them in giving better information to the women who come to them. Through this educational process, community groups can help women understand the expectations, legal procedures, potential support, and consequences of engagement with the child welfare system.

V. Concluding Observations

Specialized positions fill critical and challenging roles. They stand between several different entities, seeking to translate law, policy, and practice so that families in crisis can get protection and support. Every aspect of the role is demanding, not only for the individuals holding the positions, but also for agencies and for the families themselves.

The individual holding the position faces a constant balancing act between fitting into the culture of the agency with which he or she is working while at the same time representing the voices of the women, many of whom have felt misunderstood or mistreated by the agency or court and also fear losing their children. These positions generally carry no legal authority (and thus no liability) and rely heavily on personal relationships and persuasion. The lack of legal authority can be an asset, as it may enable the specialist to express issues and concerns more freely. On the other hand, there is frustration associated as well with the lack of authority, as it means that those who do have legal responsibility for cases need not listen to, and may dismiss, the advice that is offered.

For individuals who are charged with a "systems change" responsibility, there may be a different burden. No one person alone can shift an agency culture. Providing information, education, and advice can bring new perspectives and understanding, but institutionalizing these new perspectives into practice and policy requires time, collaboration, and a willingness from administrative and judi-

cial leaders. Change of this sort is usually incremental; each step along the way is noteworthy and over time, enough steps may have been taken to achieve a marked shift in how different stakeholders in the system, and the agencies themselves, function and treat families facing domestic violence. For the individuals holding specialized positions, this means keeping track of the small victories, but at the same time, maintaining a vision of the larger goals.

Individuals who take on these special roles also experience vicarious trauma, both from the stories of abuse that they hear daily, as well as, in some instances, from the ways in which those stories and the women themselves are discounted by their judicial and social services colleagues. Since in most states and communities, specialized positions are not numerous, the individuals in these jobs feel isolated and need regular ways to gain peer support and renewal.

For the agencies, this is a new and out-of-the-ordinary position, often not fitting easily into the personnel structure, often not even placed in the agency that is employing it. Consequently, reporting and supervisory responsibilities may need to be designed specifically and differently for this position. In addition, since many of these roles are consulting, training, and educating roles, administrators and supervisors need to communicate carefully to those who will receive the training and advisement on how to learn from it and take advantage of these experts.

Domestic violence specialized positions constitute an exciting new field that can significantly influence understanding, practice, and policy regarding abused women and their children. As a new field it will require increasing definition, training, and career development opportunities, mentoring, and peer-to-peer learning. Efforts to evaluate these roles, including developing ways to measure outcomes and success, will be essential elements of building the field.

Individuals in specialized positions listen to and bring attention to the voices of women who are victimized. The larger arenas of child welfare, juvenile and family courts, domestic violence service providers, law enforcement, and others involved with vulnerable families, need to listen to and learn from the voices of individuals in domestic violence specialized positions.

Appendix: Job Descriptions

Domestic Violence Systems Analyst

Co-Located at Child Protective Services

El Paso County, Colorado

T•E•S•S•A

Synopsis:

The person in this position is responsible for providing “systems advocacy” for adult clients who are in situations involving both domestic violence and child maltreatment. This person would help create a process for domestic violence workers, child protection workers, and service providers to bridge the conceptual and case processing gaps among themselves as well as between the “system” and battered women. This person will act as the coordinator of the Institutional Safety and Accountability Audit.

Responsibilities:

- Act as the Coordinator to the Institutional Safety and Accountability Audit.
- Provide training, instruction, guidance, and support to DHS colleagues and other interested parties.
- Conduct field work with case workers on domestic violence/child maltreatment cases.
- Participate in committee-related meetings.
- Work collaboratively with the Department of Human Services (DHS) Child Protection/Family Assessment & Planning divisions and T•E•S•S•A.
- Collect and compile monthly statistics.
- Provide crisis intervention, information, referrals, and support in person and on the phone.
- Attend relevant T•E•S•S•A and DHS meetings and trainings, as required by supervisor(s).
- Assist with Temporary Restraining Orders and other advocacy tasks when necessary.
- Maintain accurate and timely client files.
- Participate in community education presentations as requested.
- Act as liaison with court personnel, including judges, on an as needed basis.
- Any other duties as assigned related to victim advocacy, as requested by supervisor(s).

Qualifications and Requirements:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- MA or MS preferred, BA or BS degree considered.
- Two years relevant work experience.
- Strong analytical skills.
- Strong peer to peer conflict management.
- Strong presentation and facilitation skills.
- Good communication and interpersonal skills.
- Maintain motivation while working independently.
- Spanish-speaking, preferred.
- Basic computer skills (MS Office & Email).
- Available to work evenings and weekends.
- Driver's license and car insurance with 100/300 liability minimum.
- Understanding and embracing of the *Greenbook* Grant philosophy and principles.

Physical Requirements:

- Ability to sit and concentrate for long periods of time.
- Ability to climb stairs.
- Able to read, write, and speak English.
- Possesses vision sufficient to read and work on a computer.
- Possesses hearing sufficient to communicate on phone and in person.
- Ability to write legibly.

Report To:

Advocacy Program Manager (primary) and Child Protective Services Manager (secondary).

Funding Source:

El Paso County *Greenbook* Initiative.

Domestic Violence Case Monitor (DVCM)

El Paso County, Colorado

T•E•S•S•A

Job Description:

The DVCM shall be responsible for monitoring domestic violence batterer compliance with court orders for domestic violence treatment in all criminal county and district court deferred sentence and unsupervised probation cases involving domestic violence where children live in the home at the time of the criminal act or where there is a simultaneous charge of domestic violence and child abuse. The DVCM shall conduct an administrative review of unsupervised probation or unsupervised deferred sentence cases no later than 20 days after an offender is ordered to enroll in domestic violence classes. The purpose of this administrative review is to monitor compliance with the court order to attend domestic violence counseling. If the offender has not provided proof of enrollment to the DVCM, the DVCM will send a warning letter to the defendant that there is no proof of enrollment in the file and stating that proof must be filed within seven days or a bench warrant will issue for the defendant. If the DVCM does not receive proof of compliance within seven days, the DVCM will prepare a motion to revoke the defendant's unsupervised probation or deferred sentence for the deputy district attorney's signature. The court will set an expedited revocation hearing within two weeks. If the offender fails to appear for the hearing, a bench warrant will issue. If the offender has provided proof of enrollment, the DVCM will then review the case every 90 days to ensure ongoing compliance with the court-ordered domestic violence treatment. At any 90 day review where there is no proof of compliance, the DVCM shall follow the procedure set forth above when no proof is filed of enrollment in domestic violence classes. If DVCM finds noncompliance, court will set revocation hearing as soon as possible.

The DVCM shall be the primary contact person for the defendants and the treatment providers file proof of enrollments and ongoing compliance. The DVCM will be responsible for entering into ICON all court documents regarding a defendant's compliance with court-ordered domestic violence treatment, including any warning letters or motions to revoke the unsupervised probation or deferred sentences.

The DVCM shall establish and maintain a database which includes, but is not limited to, the total number of noncompliance reports per year; the stated reasons for noncompliance; the number of

noncompliance acts/omissions for each case; whether the offender has been charged with additional domestic violence offenses during the period of unsupervised probation or deferred sentence; any amendments to current charges; any augmentation in sentencing as a result of revocation; the time between filing of a motion to revoke and the actual hearing; and the time between the issuance of a bench warrant for non-compliance and the actual execution of the warrant. The DVCM shall also be responsible for ongoing communication with relevant agencies and submission of periodic reports to the *Greenbook* Executive and Oversight Committees.

The DVCM shall also be responsible for cross-training with the Court Case Coordinator (CCC) position so that in the event the CCC is unavailable, the DVCM will have the knowledge to assume those duties, as time permits.

This position works with judicial officers, district attorneys, probation, El Paso Department of Human Services, T·E·S·S·A, batterer treatment providers, and other *Greenbook* partner agencies to monitor batterer compliance with court orders.

Terms Of Contract:

The *Greenbook* Grant Oversight Committee agrees to fund the contract January 1st, 2004 through December 31, 2004. Fourth Judicial District Court will be reimbursed for the salary, fringe, and other related expenses of the Domestic Violence Case Monitor via monthly billing statements. Fourth Judicial District Court agrees to provide monthly billing information via a properly completed invoice at the end of each month, detailing hours worked and reimbursement expenses to the *Greenbook* Project Manager, for payment approval. T·E·S·S·A is the fiscal agent for the *Greenbook* Grant and payment to contractor will be made within 30 days thereafter. Other related expenses will be reimbursed at actual costs up to budgeted amounts.

The contract shall be effective on January 01, 2004 and shall remain in effect until December 31, 2004 unless terminated in writing for cause by either party upon 14 days written notice.

Cause shall mean a material breach of the contract. In the event this contract is terminated for cause, Contractor shall be entitled to payment for work performed and expenses incurred as set forth in the contract up to and including the day of termination.

Confidentiality:

In the course of performing the contracted services, the Contractor may have access to confidential information. The Contractor agrees not to use or disclose any confidential information to third parties without the written consent of the appropriate party to whom the information applies.

Authorized Agent:

The authorized agent for the purposes of administration of this contract is the T·E·S·S·A Executive Director. Such agent shall have final authority for acceptance of Contractor's services and shall so certify on each invoice submitted to the *Greenbook* Grant Project Manager.

The Contractor will be issued an IRS Form 1099 annually for all services paid during the calendar year. It is the responsibility of the contractor to make estimated income tax payments to federal and state authorities or as recommended by your tax advisor.

Funding Source:

El Paso County *Greenbook* Initiative.

Domestic Violence Program Specialist Project

Grafton County, New Hampshire

Mission Statement:

The mission of the Domestic Violence Program Specialist (DVPS) Project is to provide collaborative services to battered women and their children in order to maximize their safety and well-being.

Job Responsibilities:

DVPS

- Provide consultation to DCYF (division for children youth and families) in identifying partner abuse in families where allegations of child abuse/neglect have been made.
- Provide consultation to DCYF throughout the duration of domestic violence related cases. This may include: review of the CPSW concerns, input into case planning, providing information on local resources, information on current trends and best practices, etc.
- Team with DCYF workers in meeting(s) with victims and/or their children when determined to be safe and consistent with current policies and protocols.
- Act as a liaison whenever possible for the District Office (DO), clients, and the local Crisis Center.
- Provide support for victims, specifically related to DCYF hearings, including at court.
- Crisis Center Supervisors will seek input from the DVPS relative to the collaboration on a bi-weekly basis.
- Provide schedule to DO staff, and offer updates on vacation times/scheduling coverage.
- Track and document referrals, specifying:
 - Referrals made by Health and Human Services Staff.
 - Referrals made by CPSWs resulting in:
 - Direct contact between DVPS and the client;
 - Referral by DVPS to local Crisis Center; or
 - Consultation provided to assessment/family service safety assessments.

DCYF

- Utilize the DVPS in screening and identifying domestic violence.
- Obtain consultation from the DVPS throughout the duration of all domestic violence related cases. This may include: input into case planning, review of CPSW concerns, providing information on local resources, information on current trends and best practices, etc.
- The DO Supervisors will promote the successful implementation of CPSW job responsibilities.
- Minimally, promoting the responsibilities shall include a review of domestic violence related cases on a monthly basis to ensure consistent utilization of the DVPS services.
- Routinely provide all clients with information about their local Crisis Center, using methods mutually agreeable to DCYF and the local Crisis Center.
- Provide bi-weekly supervision to the assigned DVPS.
- Establish a work environment in the DCYF office that promotes accessibility to:
 - The CPS staff (recognizing structural limits); and
 - CPS communication tools, such as LOTUS NOTES.

Joint Job Responsibilities

- The CPSW and DVPS will meet to address the safety needs and concerns of victims in every case involving domestic violence. There should be a minimum of one meeting, but ongoing meetings may be necessary and beneficial.
- DO and Crisis Center supervisors will participate consistently in the quarterly meetings for the purpose of achieving the objectives outlined in the attached MOU.

- DO and Crisis Center supervisors will communicate routinely to facilitate co-supervision of the DVPS.

Funding Source:

Grafton County *Greenbook* Initiative.

Domestic Violence Specialist

Lane County, Oregon

Job Description:

- Hours: 40 hours per week with Department of Human Services/Child Welfare and Department of Human Services/Self Sufficiency
- Salary: \$11.00 per hour, plus benefits
- Required: Knowledge of the dynamics of domestic violence, child abuse, community advocacy, peer counseling, and agency networking. Ability to work with people from diverse backgrounds. Ability to work in a team atmosphere. Computer literate.
- Preferred: Knowledge of the rules of Self-Sufficiency and Child Welfare

Womenspace, a shelter and services for survivors of domestic violence and their children, is an affirmative action employer.

Womenspace has a contract with DHS/Child Welfare and Self-Sufficiency to serve their clients who have been victims of domestic violence. The Domestic Violence Specialist will work with the staff of DHS/Child Welfare and Self Sufficiency. The Domestic Violence Specialist will work with the staff at the six DHS offices in Lane County.

Joint Job Responsibilities:

- Assist in identifying survivors of domestic abuse.
- Provide consultation and support to DHS clients regarding the effects of domestic violence, and assist them in safety planning as necessary.
- Provide referrals and resource information for specific issues around domestic violence to clients and staff of DHS.
- Assist Child Welfare caseworkers in investigations of child abuse and making effective safety plans that benefit specific families.
- Work in collaboration with DHS staff to solve specific problems of clients with domestic violence issues.
- Participate in Team Decision Meetings.
- Assist with development and coordination of case plans.
- Provide domestic violence information to DHS caseworkers on an as needed basis.
- Teach DHS staff effective strategies for working with clients who have domestic violence issues on an as needed basis.
- Act as a liaison between DHS staff, Womenspace, and other agencies, which provide services to domestic violence victims.
- Provide monthly written reports of activities performed at DHS, tracking number of clients served and services provided.

Greenbook Domestic Violence Liaison

San Francisco County, California

Women Inc.

General Description:

This position will serve as a liaison for Women Inc. domestic violence program and the City and County of San Francisco, Department of Human Services, Children and Family Bureau, and the domestic violence service providers.

The domestic violence liaison component is administered through Women Inc. domestic violence program. This position will be housed and supervised by a designee of the San Francisco City and County Department of Human Services. The individual will spend a considerable amount of time working in collaboration with child welfare workers and domestic violence service providers.

Duties Include:

- Provide consultation and support to CWS staff including but not limited to specific case consultation/guidance; assistance with the development of appropriate interventions for all members of the family impacted by domestic violence; assistance with the development of safety plans for women and children; assistance with lethality assessments, interface between Women Inc., CWS, and domestic violence programs sharing of resource information; and accompaniment of CWS staff on home visits when requested.
- Assist in designing methods that will assist CWS staff to effectively respond to domestic violence issues.
- Enhance level of collaboration between CWS staff and Women, Inc. and other domestic violence programs, law enforcement, probation, and other treatment professionals and community groups addressing issues of domestic violence.
- Develop, maintain, and distribute a cultural and linguistically sensitive resource list for CWS and Women Inc. and domestic violence shelter staff of treatment services for women, children and perpetrators.
- Attend Women Inc., CWS, and domestic violence meetings.
- Identify programmatic and service delivery needs of mothers, children, and perpetrators.
- Attend required Women Inc. domestic violence, and Greenbook training sessions that serve to enhance responsiveness, cultural competence, and assessment skills when assisting families experiencing domestic violence.
- Attend and complete appropriate components of the Department of Human Services trainings to enhance knowledge of roles and legal requirements for CWS staff.
- Assist in the development of domestic violence multidisciplinary training as a component of the *Greenbook*.
- Develop and maintain batterers treatment resource information that is multicultural and multilingual.
- Maintain and gather information in accordance with the National Evaluation Team, Local Research Partners, or the Project Director's request.
- Assist in the development of protocols, procedures, and assessment tools that can be utilized by various staff.
- Conduct home visits as a member of a team or independently when necessary.

Requirements and Qualifications:

- The applicant should have two years of experience providing services to victims of domestic violence. Experience in working with child welfare workers is desirable.

- Flexibility, diplomacy, and an ability to analyze complex situations are essential.
- A demonstrated ability to work as a team member with child welfare workers and domestic violence service providers is essential.
- Experience with multicultural populations is highly desirable.
- Bilingual and people of color are encouraged to apply.

Domestic Violence Resource Specialist

Santa Clara County, California

Juvenile Dependency Court

Job Description:

The Domestic Violence Resource Specialist provides intervention and information, at two levels. The first level involves working individually with the victim of domestic violence. The second level involves working more broadly with the court system. The Domestic Violence Resource Specialist will be located in the Juvenile Dependency Court, providing easy access for victims for assistance with safety planning, support, and referrals to community-based domestic violence resources. Additionally, this location allows immediate access to Social Workers and the Court System for consultation. Social Workers and the Court System can communicate concerns to the Resource Specialist and when appropriate, those concerns can be shared with the victim of domestic violence.

One-On-One Interventions With The Victim of Domestic Violence:

The core concepts of effective intervention (advocacy) with victims of domestic violence—safety and empowerment—are the driving forces with this level of intervention. What is factored in is the context of the Juvenile Dependency Court and the specific and unique needs that face victims of domestic violence who are in the Child Welfare System.

Parents coming into the system are overwhelmed and often in shock. They are given lists of resources and referrals for critical services. However, because they are facing multiple problems (often including the lack of transportation and the lack of a phone) accessing those resources can be daunting at best. Bringing a Domestic Violence Resource Specialist into the court gives parents a jump start and can save precious time. For many parents, once they have crossed the first bridge and connected with services they feel more empowered to take the next step.

Goals:

The goals of working individually with the victim of domestic violence are to increase safety, provide information, bridge with resources, and provide advocacy and support.

Client Specific Services:

Services/interventions will include the following as a minimum: safety planning; information about the dynamics of domestic violence and concerns about the impact of domestic violence on children; information about victim support services, resources, and rights; information about types of protective orders and implications of protective orders on safety; networking support—if desired—with professionals involved in concurrent cases involving the perpetrator (e.g. criminal court—district attorney, probation/parole); information about and bridging with local domestic violence agencies for emergency sheltering/transitional housing, and additional resources and support; information about (and if desired an application for) the victim of crime program; assistance with completion of the “declaration” portion of restraining orders; silent support during mediation; silent court support

when a perpetrator is present, or may be present, and court support as desired by the victim of domestic violence; coordination with Sheriff Deputies to provide safety with entering and leaving the court, and while in the court and crisis intervention for clients as needed while they are in court (including assessments for lethality, risk of suicide, and Tarasoff concerns).

Confidentiality:

Communication between the victim and the Resource Specialist is to remain confidential. Communication about the victim to any third party will require victim authorization. It is the obligation of the Resource Specialist to explain to the victim how waiving privilege can impact the client's personal safety, the client's court case, and any other impacts that may arise. The Resource Specialist is obligated to advise the client of the mandated exceptions to confidentiality, including the obligation to report new allegations of suspected child abuse.

In one-on-one work with the victim, the responsibility is to specifically provide advocacy and support in regards to the domestic violence concerns, and to work collaboratively with the domestic violence agencies to ensure client needs are met appropriately and effectively. It is not to advocate for the client's court case.

Consult With and Provide Information About Domestic Violence to Social Workers, Attorneys, Mediators, Judicial Officers, and Other Court System Staff

Domestic violence is a very complex issue. Although there may be many common traits in domestic violence relationships, each relationship is unique. The traumatic impact of violence will vary from individual to individual, as will safety issues, substance abuse issues, personal history, cultural values, religious beliefs, and the impact of outside systems which are involved in the lives of families and individuals. Understanding the multiple impacts of domestic violence on individual and family function, and safety is an important part of responsible and effective system intervention in domestic violence cases.

Note:

The Juvenile Dependency Court Domestic Violence Resource Specialist concept was inspired by discussions in multiple *Greenbook* projects, and a Domestic Violence Resource Specialist is currently housed in the Santa Clara County Juvenile Dependency Court.

Goals:

The goals of working with the broader court system are to provide information and help to clarify some of the complexities involved in domestic violence cases.

General Information:

Consultation will include the following minimum: dynamics in domestic relationships; victim issues/concerns, resources; safety issues; safety planning concerns; impact of system involvement on the safety of the adult victim; perpetrator concerns including certified batterer intervention program standards, requirements, and resources; clarification of conflicts when case plans are inconsistent with certified batterer intervention program standards; information about domestic violence protocols and best practices; information about traumatic impact; diagnostic considerations for victims of domestic violence and implications of trauma related diagnoses and recovery.

Court Specific Resource:

Participation in mediation as a domestic violence expert; provide information related to the impact of trauma, dynamics in domestic violence relationships, and other domestic violence issues as requested.

Client Specific Information:

In some cases, this information can be provided at the request of the court system or the client, and with informed consent from the client. *The client will be made aware of safety and other implications that result from waiving privilege.* Such information can include results from a brief domestic violence assessment and recommendations for services; assurance of a comprehensive safety plan being in place (without revealing details of the safety plan); participation in mediation; verification of client participation in reporting restraining order violations and verification of client participation in criminal proceedings against a perpetrator.

Note:

It is the responsibility of the Resource Specialist to maintain appropriate clinical and ethical boundaries when working with the court system.

Funding Source:

Santa Clara County *Greenbook* Initiative.

Court Case Coordinator (Part Time)

St. Louis County, Missouri

Redevelopment Opportunities For Women, Inc.

Qualifications:

Minimum of Bachelor's Degree (Master's Preferred) and a minimum of 2-4 years experience providing advocacy and/or support services for victims of domestic violence. Policy development and administrative experience preferred. All employees are subject to criminal background check, child abuse hotline check, TB and other medical tests as directed.

Job Description:

The Court Case Coordinator will provide services to St. Louis County Family Court staff to ensure the safety, well being, and stability of battered women and their children and to hold perpetrators accountable. The part time position (20 hrs. per week) will primarily be responsible for providing consultation services on domestic violence policy and protocols. This includes consulting with supervisors for case assignments and planning of domestic violence cases, and coordinating training for Court staff to enhance the overall response to families experiencing the co-occurrence of domestic violence and child maltreatment. This position will work closely with staff of the Family Court, as well as other partners within the *Greenbook* Initiative (Division of Family Services and the Domestic Violence Community).

Job Responsibilities:

- Provide information about trends and best practices that would enhance court policies and procedures to keep adult and child victims safe from abuse.
- Provide consultation to identify partner abuse (domestic violence) in families where allegations of child abuse/neglect have been made.
- Assist staff throughout the duration of domestic violence related cases. This may include providing input into disposition recommendations to the judge and providing information about local resources and services for battered women and children impacted by domestic violence.
- Serve as an expert witness or coordinate the provision of such an expert on DV/CM cases.

- Determine if a DJO case has an open case in other sections of the court as current resources allow.
- Team with workers in meeting(s) with victims and their children, or perpetrators when determined to be safe and consistent with current policies and protocols.
- Provide consultation to CPS supervisors in terms of DV/CM case assignments, planning, and disposition.
- Provide or coordinate customized DV training to CPS and other court staff to enhance practice and outcomes for clients.
- Research background information on DJO cases. This might include criminal record checks and interfacing with the adult abuse office or the circuit clerk.
- Assist staff, as requested, in developing risk assessment tools and confidentiality protocols.
- Provide information about trends and best practices that would enhance court policies and procedures to keep adult and child victims safe from abuse.
- Attend all internal staff and supervision meetings—and contribute to an overall positive team approach within the collaborative, and within the agency.
- All other duties as assigned by supervisor.

Reporting Supervisor:

ROW Program Coordinator and Family Court on-site Supervisor.

Funding Source:

St. Louis County *Greenbook* Initiative.

Domestic Violence Specialist (Part Time)

St. Louis County, Missouri

Redevelopment Opportunities For Women, Inc.

Qualifications:

Minimum of Bachelor's Degree (Master's Preferred) and a minimum of 2-4 years experience providing advocacy and support services for victims of domestic violence. Experience working in a public sector agency is highly preferred. All employees are subject to criminal background check, child abuse hotline check, TB and other medical tests as directed.

Job Description:

The Domestic Violence Specialist will provide services to St. Louis County Children's Division staff to ensure the safety, well being, and stability of battered women and their children and to hold perpetrators accountable. The part time position (20 hrs. per week) will primarily be responsible for providing consultation services on domestic violence policy and protocols. This includes consulting with supervisors for case assignments and planning of domestic violence cases, and coordinating training for Children's Division staff to enhance the overall response to families experiencing the co-occurrence of domestic violence and child maltreatment. This position will work closely with staff of the Family Court, as well as other partners within the *Greenbook* Initiative (Division of Family Services and the Domestic Violence Community).

Job Responsibilities:

- Provide consultation to identify partner abuse (domestic violence) in families where allegations of child abuse/neglect have been made.
- Assist staff throughout the duration of domestic violence related cases. This may include; provid-

ing input into case planning, making recommendations about local resources and services for battered women and children impacted by domestic violence and for perpetrators, serving on case review teams, and being a liaison to community resources.

- Team with workers in meeting(s) with victims and their children or workers in meeting with perpetrators when determined to be safe and consistent with current policies and protocols.
- Provide consultation to supervisors in terms of DV/CM case assignments, planning, and disposition.
- Provide or coordinate customized DV training to enhance practice and outcomes for clients.
- Assist staff, as requested, in developing risk assessment tools and confidentiality protocols.
- Serve as a liaison, whenever possible, between DFS and domestic violence service providers to coordinate service provision.
- Provide consultation to the DFS liaisons to the Weinman Shelter.
- Provide information about trends and best practices that relate to service provision, policies, and procedures to keep adult and child victims safe from abuse.
- Attend all internal staff and supervision meetings and contribute to an overall positive team approach within DFS, within the collaborative, and within the agency.
- All other duties as assigned by supervisor.

Reporting Supervisor:

ROW Program Coordinator and DFS on-site Supervisor.

Funding Source:

St. Louis County *Greenbook* Initiative.

Batterer Compliance Project Coordinator

St. Louis County, Missouri

Redevelopment Opportunities For Women, Inc.

Qualifications:

Minimum of Bachelor's Degree (Master's preferred) and a minimum of 2-4 years experience providing advocacy and support services for victims and perpetrators of domestic violence. Knowledge of Batterer Intervention Programs is helpful. Considerable skill is necessary in establishing/maintaining effective working relationships with judicial/court staff and the domestic violence community. All employees are subject to criminal background check, child abuse hotline check, TB and other medical tests as directed.

Job Description:

The Batterer Compliance Project Coordinator will be responsible for planning, developing, and coordinating services and policies aimed at assisting the court in reducing repeated instances of domestic violence. Work will be performed under the on-site supervision of the Domestic Relations Manager and the direct supervision of ROW's Program Coordinator. The position will be responsible for providing oversight and monitoring for participants in the program and will require significant independent judgment. This is a part time position (25 hrs. per week) and will primarily be responsible for implementing program policies, procedures, and forms designed to assure compliance by persons ordered to attend Batterers Intervention Programs and related counseling programs. Flexible schedule required, as some evening work will be necessary.

Job Responsibilities:

- Receives and reviews new court ordered referrals; schedules new participants for orientation interviews with Batterer Compliance Project; completes appropriate intake and program participation forms, and orients and refers participant to a batterer intervention and related counseling program.
- Receives monthly reports from the BIP or counseling agency about the participant's attendance and participation in the program; based on BIP or counseling agency report, the Batterer Compliance Project Coordinator prepares reports for the Court and makes a recommendation regarding the need for a compliance hearing.
- Attends court hearings in order to assist/consult with the judiciary, attorney's victim service providers, and Domestic Relations Service staff about the program.
- When requested, attends settlement conferences, court hearings, and staffings to report on and discuss progress and recommendations regarding program participants.
- Develops ongoing communication and relationship with the Association of Batterer Intervention Programs; serves as liaison with Batterer Intervention Program staff; and attends meetings with the Association of Batterer Intervention programs and related counseling services.
- Represents the project to Family Court judiciary and staff, attorneys, program participants, and the domestic violence community.
- Assists in developing and implementing mechanisms to evaluate the effectiveness of this project.
- Provides data about program participants to the Domestic Relations Services Office Coordinator for entry into the program database.
- Analyzes and reports on statistical data for the Batterers Compliance Project.
- Serve as a liaison, whenever possible, between Batterers Compliance Project and the Domestic Violence community.
- Attend all internal staff and supervision meetings and contribute to an overall positive team approach within the court, ROW, and within the collaborative.
- All other duties as assigned by supervisor.

Reporting Supervisor:

ROW Program Coordinator and Domestic Relations Manager (on-site Supervisor).

Funding Source:

Office on Violence Against Women (OVW) or St. Louis County *Greenbook* Initiative.

