Published Standards
The Las Vegas Shooter & Domestic Violence

- 58 killed and 527 wounded in the deadliest mass shooting in modern U.S. history
- The shooter had a history of verbally abusing his girlfriend and berating her in public
- There is a strong connection between mass shooters and a history of domestic violence
- The FBI reports that from 2009-2015, 57% of the cases included a spouse, former spouse or other family member among the victims—and 16% of the attackers had previously been charged with domestic violence

https://everytownresearch.org/reports/mass-shootings-analysis/
Baytown, Texas Shooting

• Victim: 37-year-old Crystal McDowell
• Ex-husband Steve McDowell charged with murder after confessing (Sept. 9)
• Divorced in June but continued living with him in order to be with her two children
• She had recently starting seeing someone else, which led to heated disputes
The San Bernardino Shooting

- April 10, 2017
- North Park Elementary School
- San Bernardino, California
- Victims: Karen Elaine Smith and 8-year-old Jonathan Martinez (and another student injured)
- 53-year-old Cedric Anderson entered his estranged wife’s classroom and opened fire
- Anderson and Smith had been married for a short time and recently separated
Pre-Incident Risk Factors

- **Criminal history**—including domestic violence, theft, weapons and possible drug charges (never convicted)
- Married in January, but relationship took a turn in mid-March after living together for about a month
- Often posted pictures and messages of flattery on Facebook until March 15, when he stopped writing about her and started posting odd things
- **Made pro-gun posts** and wrote that “most fed-up people kill the innocent. ISIS, Bad Cops, Mass Killers and Domestic Violence Killers.”
- Smith said his behavior was odd and threats were made towards her
- “Different personality came out” once they separated
WORKPLACE VIOLENCE is a problem that affects your WHOLE ORGANIZATION, not just the victim of the violence.
Murdered daily in the U.S. by their current or former intimate partner.
Nordstrom Shooting

- November 28, 2014
- Nordstrom on 55 E. Grand Ave., Chicago
- Victim: Nadia Ezaldein
- Ex-boyfriend Marcus Dee walked into accessories department on Black Friday
- Exchanged words then fatally shot Nadia before turning the gun on himself
Pre-Incident Risk Factors

• Dee **physically abused** Nadia throughout the relationship
• Threatened her by **inserting a handgun into her mouth**
• Post relationship, **still harassed** both Nadia and her family members
• Threatened to **hurt and kill himself**

**NADIA**

• Ended relationship after abusive incident led to a hospital visit
• Changed her phone number three times as a result of his abuse and persistence
• Tried to request an order of protection—backed out when Dee threatened to kill himself
• Hesitant to report abuse because abuser’s parents were Chicago police officers
Cindy Bischof

• March 2008
• Offender: Michael Giroux
• Incident: Domestic homicide/suicide at workplace

MICHAEL GIROUX
• Began to struggle at work
• Unemployed, declared bankruptcy
• Abused alcohol
• Arrested three times for violation of order of protection
• Tried hanging himself on victim’s patio
• Wrote plans to destroy her house
• Had two mental health evaluations
Cindy Bischof

- Two weeks post-breakup, Cindy’s home was broken into
- Obtained active order of protection until November 2009
- Pressed charges against offender every time

MICHAEL GIROUX

- Apologized to victim 10 days before the murder
- Showed up to the workplace with a .38-caliber revolver
- Shot Cindy repeatedly
Workplace Violence at the University of Washington: Rebecca Griego

- April 2007
- Offender: Jonathan Rowan
- Incident: Domestic homicide/suicide at workplace

JONATHAN ROWAN
- 41 years old
- “Super charismatic”
- Worked odd jobs
- Attention seeker
- Prior arrest for drunk driving
- Prior threat to business associate
Rebecca Griego

During the relationship…

3/6/07—Respondent called place of work and told me to look over my shoulder. He then called my sister and said the same to her and her dogs. He is now on the run. He robbed his current roommates this morning and called me to tell me that I cannot find him but he can find me (knows my place of work) and to look over my shoulder because I would see him again.

Rebecca’s own words
Rebecca Griego

- **Post-breakup:**
  - Obtained police reports
  - Filed for an order of protection
  - Disseminated order of protection to friends and coworkers
  - Alerted coworkers
  - Cooperated with law enforcement
  - Took time off work
  - Tried to hire a private investigator
  - Changed address and phone number
Jonathan Rowan

- **Post-breakup:**
  - Grew despondent and erratic
  - Stole revolver
  - Left notes threatening to kill himself
  - Left threatening messages for victim and her family
  - Moved frequently
  - Evaded service on order of protection
UNIVERSITY OF WASHINGTON

DID have a Workplace Violence Policy;

they DID NOT fully implement it.
University Response

• **Workplace Violence Prevention Assessment Team would have:**
  – Developed a plan to reduce the risk of her safety, including:
    • Changing her phone number
    • Moving to a different building
    • Increasing police patrols near her workplace
Rebecca’s reports of the threats never triggered the policy.
“University police and College of Architecture failed to follow well-established procedures by not reporting Rebecca’s pleas for help to the workplace violence prevention team that could have taken steps to protect her.”
Had a policy and created an environment where Rebecca was comfortable coming forward.

LESSONS LEARNED:
• Breathe life into your policy
• Conduct training
• Regular team meetings
• Constant evaluation
The price tag to corporate America in lost productivity, increased healthcare costs, absenteeism, etc. for domestic violence alone.

$8.3\text{ billion}$
Intimate Partner Violence and Stalking Statistics

• The National Safe Workplace Institute’s national survey indicates that **94% of corporate security directors rank domestic violence** as a high-security problem at their companies.

• **71% of human resources and security personnel surveyed** have had an incident of domestic violence occur on company property.
Intimate Partner Violence and Stalking Statistics

- Employed domestic violence victims:
  - 98% had difficulty concentrating
  - 78% reported being late
  - 47% of survivors reported being victimized before work
  - 67% reported the offender coming into the workplace
  - 53% reported losing their job
Power and Control

• The abuser wants to control the victim
  – The victim’s job represents independence

• Victim is not under immediate control while at work

• Work hours, parking and location are predictable
  – The abuser knows where and when the victim can be found
Stalking

• Phone harassment
• Violating an order of protection
• Showing up at victim’s workplace
Effects of Domestic Violence on Children

• Between 3.3 and 10 million children witness their parents’ interpersonal violence each year in the U.S.

• Reports by battered mothers show that 87% of their children witness the abuse

• Child abuse is 15 times more likely to occur in families beset with domestic violence

Effects of Domestic Violence on Children

• **Immediate reactions include:**
  – Generalized anxiety
  – Sleeplessness
  – Nightmares
  – Difficulty concentrating
  – High activity levels
  – Increased aggression and anxiety
  – Intense worry about safety and/or safety of parent

• **Long-term effects include:**
  – Physical health problems
  – Behavioral problems in adolescence
  – Emotional difficulties in adulthood
Cultural Diversity & Domestic Violence

- Domestic violence affects people across all racial, national, social and economic groups
- Cultural and social norms are highly influential in shaping individual behavior, including the use of violence
- Cultural acceptance of violence is a risk factor for all types of interpersonal violence
- Norms dictate how victims may experience domestic violence and how they may react to it
Cultural Diversity & Domestic Violence

- The Department of Justice reports that intimate partner violence occurs almost equally among women of all races and is slightly more likely to occur among women with low incomes.

- Certain racial and socioeconomic groups are more susceptible to experiencing intimate partner violence.
Cultural Diversity & Domestic Violence

• African Americans

• Asians

• Hispanics

• LGBTQ
Managers must recognize that intimate partner violence is an important business issue that CANNOT be ignored.
Establish a Policy

• Deliver a strong message
• Define intimate partner violence
• Explain how an employee/victim can get assistance
• Explain steps taken to ensure a safe working environment
• Refer to EAP
• Clearly define roles of HR, supervisors and security personnel
Organizational Responses

• Establish a Task Force
• Train Emergency Response Team
• Train Threat Assessment Team
• Establish a Workplace Violence Prevention Assessment Team
• Schedule routine meetings
Organizational Responses

• **Raise the issue of intimate partner violence at every organizational level:**
  – Employee handbooks and brochures
  – Company-produced video
  – Company-wide training

• **Team members should include representatives from departments:**
  – Human Resources
  – Security
  – Medical Department
  – Labor Unions
  – Employee Assistance Programs
  – Legal Consultants
Recognizing the Signs of Abuse

- Unexplained bruises or explanations incongruent with injuries
- Signs of distraction or difficulty concentrating
- High absenteeism rate
- Repeated upsetting phone calls
- Signs of anxiety or depression
- Fluctuations in quality of work for no apparent reason
- Noticeable changes in use of make-up
- Inappropriate clothes
- Disruptive visits from current/former partner
- Frequent/unexplained use of leave time
- Discomfort when communicating
- Sudden/unexplained requests to be moved from public locations
ASSESS THE SITUATION

How far along the path is an offender in attacking the victim?
Assess the Situation

• Begin the process of assessment

• What is the status of the relationship?
  – Recently communicated termination of the relationship
  – Termination of the relationship
Assess the Situation

- The abuser’s reaction
- Order of protection
- Abusers who resist arrest
- Using alcohol or drugs
- Fear
- Guns
- Suicide

- Children
- Symbolic violence
- Threats
- Trying to maintain access
- Abuser experiencing downward turn
- Past physical violence
- Past relationship history
Strangulation

• If the abuser has ever put hands around the victim’s neck and attempted strangulation, consider it a very high indicator of future violence
  – How will your company react?
Even Leaders…

OFFICERS AND DIRECTORS

Officers and Directors of the Northwest Suburban Association of Commerce and Industry (NSACI) represent a cross section of community businesses and organizations which share a common interest in making the northwest suburbs a better place to live and work. They contribute their time and talent to serve the NSACI membership. NSACI Board meetings are held on the third Tuesday of the month; members are welcome to attend.
Man charged with taking estranged wife hostage

A private detective who allegedly held his wife hostage for two hours at her Mt. Prospect workplace was charged Wednesday with domestic battery, aggravated battery, aggravated unlawful restraint and unlawful use of a weapon.

Rolling Meadows Judge Karen Robin Thompson set bond at $25,000 for Frank Fink, 41, of Schaumburg.

Fink’s lawyer, Mitchell J. Melamed, said Fink was distraught over his pending divorce and had run out of medication that he takes for depression.

“He’s not a criminal, he is in need of help for a psychological problem,” Melamed said.

Fink allegedly accosted his wife around 2 p.m. Tuesday at her job at a printing equipment company, where he pulled a revolver, struck her and threatened to kill her, police said.

Susan Fink filed a petition last Dec. 13 to dissolve their 15-year marriage on the grounds of mental cruelty and irreconcilable differences. The petition, which is still pending, says the couple have one child.

Joseph Sjostrom
Offender: Frank Fink

• **Profile:**
  – 41 years old
  – Educated
  – Professional
  – About to be the Chairman of the Northwest Chamber of Commerce
  – Received award for Associate Member of the Year
Offender: Frank Fink

• Incident:
  – March 4, 1997
  – Heidelberg Printing Company
  – Left arm wrapped around employee’s neck, holding pistol in right hand
  – Victim was wife of 18 years
  – Hostage negotiations enter and being processed
  – Seven police departments plus SWAT team
  – 5:30 p.m. Fink surrenders
DID HE JUST SNAP?
Offender: Frank Fink

• Pre-incident Indicators:
  – Work: near bankruptcy
  – Personal: served with divorce papers
  – Reaction to being served: violent, punching walls, breaking glass, violent in front of child
  – Civic organizations: told to resign
  – Mental health: diagnosed with rage disorder
The percentage of abusers that were employed while abusive to their partner.

28% of abusers worked for the same employer as the victim.

Incorporate policies regarding BATTERERS in the workplace.
Perpetrators Are Also Employees

- 78% of surveyed perpetrators used workplace resources at least once to express remorse or anger, check up on or threaten their victims

- 74% had easy access to their victim’s workplace

- 21% contacted the victim at the workplace in violation of the order or protection

Maine Department of Labor and Family Crisis Services study released in February 2004:
Develop a Workplace Safety Plan

• Safety at home
• Safety when victim leaves the workplace
• Safety after a break-up
• Assist employees to develop a workplace and personal safety plan to reduce the risk of an on-the-job violent situation
• Secure entrances
• Collect evidence
Develop a Workplace Safety Plan

• Have calls screened, transfer harassing calls to security and remove employee’s name and number from automated phone directories
• Relocate employee’s work space to a secure area
• Rotate work schedule, workplace and assignments
• Advise an employee dealing with abuse to:
  – Obtain an order of protection; ensure it is current and on-hand at all times
  – Provide a copy of the order and a photo of the abuser to the reception, police, supervisors, HR, legal department and security
  – Review safety of parking arrangements and have building security escort employee to car
Training Topics

• Warning signs of intimate partner violence
• How to approach an intimate partner violence victim
• How to refer employee to HR
• How to refer employee to law enforcement
• Legal liability
Orders of Protection

- Identify the abuser
- Facilitate direct communication with law enforcement
- Order is between judge and abuser
- Workplace address is included

- **Full Faith and Credit**
  - 1994 Violence Against Women Act’s provision gives full faith and credit to orders issued by other states or tribal courts
  - No registration of order necessary
Going to Court

• Encourage victim to contact local domestic violence organization
• Encourage victim to secure attorney for civil legal issues
• Inform HR of status of case
• Allow witness at work time off to testify
• Consider incorporating into your policy a provision stating your organization’s support and intention to accompany the victim to court
• There are legislative proposals and state laws that:
  – Recognize that employers have a responsibility to support employees who are victims of domestic and sexual violence
  – Recognize that discrimination against these survivors should be prohibited
Prosecution Without the Victim

- Ethical considerations
- Risk assessment
- Status of relationship
- Children
- Evaluation of prior abuse
Setting Bond

Illinois Bail Statute

(725 ILCS 5/1 10-5.1)

Bail; certain persons charged with violent crimes against family or household members...

To the extent that information about any of the following is available to the court, the court shall consider all of the following:
Illinois Bail Statute

(1) Whether the person has a history of domestic violence or a history of other violent acts;
(2) The mental health of a person;
(3) Whether the person has a history of violating the order of any court or governmental entity;
(4) Whether the person is potentially a threat to any other person;
(5) Whether the person has access to deadly weapons
(6) Whether the person has a history of abusing alcohol or any controlled subject;
Illinois Bail Statute

(7) The severity of the alleged violence that is the basis of the alleged offense, including...

   The duration of the alleged violent incident, and whether the alleged violent incident involved serious physical injury, sexual assault, strangulation, abuse during the alleged victim's pregnancy, abuse of pets or forcible entry to gain access to the alleged victim;

(8) Whether a separation of the person from the alleged victim or a termination of the relationship between the person and the alleged victim has recently occurred or is pending;
(9) Whether the person has exhibited obsessive or controlling behaviors toward the alleged victim, including but not limited to: stalking, surveillance or isolation of the alleged victim;
(10) Whether the person has expressed suicidal or homicidal thoughts;
(11) Any information contained in the complaint and any police reports, affidavits or other documents accompanying the complaint
Employers and Orders of Protection

Under the Illinois Human Rights Acts
(January 1, 2010)

Illinois employers with 15 or more employees cannot unlawfully discriminate against nor retaliate against an employee with an order-of-protection status

The employer must have a legitimate business reason unrelated to the order of protection for a lawful termination of the employee
Implementation Checklist

- Has my organization established a policy against domestic violence? If Yes, where is it formalized?
  - As part of a general Workplace Violence Prevention Policy?
  - As a stand-alone policy?

- If Yes, does it include the following:
  - Commitment to help all employees who may be victims of abuse
  - Commitment to help all employees who may be abusers (e.g., EAP referrals)
  - Commitment to keep the workplace safe
  - Commitment to ensure no negative reprisals for reporting abuse
Implementation Checklist

- Zero-tolerance policy on workplace violence?
- Information defining the spectrum of domestic violence?
- Information of the warning signs of domestic violence?
- Examples of safety measures the employer is willing to implement to ensure workplace safety?
- Commitment to train all managers, Human Resources, security personnel and frontline employees on safety measures?
Implementation Checklist

- “Next steps” for employees who want to report abuse (and which delineate the roles of the EAP, HR and managers in this reporting process)?
- Information of domestic violence advocacy agencies in orientation hand-outs to all employees?
- Information of safety plans available?
- Employees aware of the ‘red flags’ of domestic violence?
THE BOTTOM LINE?

Productivity and liability…

Because it’s the right thing to do.
The Center for Domestic Violence Policy

www.dvpolicy.org
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