

January 2009

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**Christchurch Women's Refuge**

**Team Leader HR & Administration/ Finance**

**Position Information**

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*"All women and  
children have the  
fundamental right  
to live free from fear  
and violence"*



## Preventing Family Violence through Social Change'

## 1. Who We Are

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**'Preventing Family Violence through Social Change'** is the core business of Christchurch Women's Refuge. This tagline captures an organisation that actively seeks to remain relevant and responsive to the needs, safety and wellbeing of women and children in Canterbury and New Zealand.

Christchurch Women's Refuge is a social change agency committed to providing sustainable early intervention services that reduce domestic violence within the community. *"Our basic conception of social change is where every person is empowered to be an active agent in their own world and for that world to treat people justly and equitably"* says Annette Gillespie, Manager of Christchurch Women's Refuge. Our work with women and the wider community is underpinned by its feminist ideology, feminist politics and the indignant belief of the right of women and children having a life free from violence.

From its brave beginnings in 1973, as the first women's refuge in NZ and outside the UK, last year Christchurch Women's Refuge took the courageous leap to lead and build the country's National Family Violence Prevention Center (see page 9). Annette says, *"Today, family violence is a community issue. It is no longer a private domestic matter. Different segments of the community – from Police, employers, churches, neighbours, families and many others are taking action to say 'Family Violence: It's Not OK'. So, for us, the Center is the next logical step towards fostering an equitable community and society."*

With the safety and wellbeing of women and children at the heart of their work, the management team believes that Christchurch Women's Refuge has to raise the bar and seek continuous improvements to the organisation's services. It requires the organisation to operate as a dynamic and strategic forward thinking organisation. **'Preventing Family Violence through Social Change'** is not a departure from the roots and original values but an acknowledgment that the organisation reflects, learns and continues to strengthen its commitment towards ending violence against women and children.

### **Vision**

Christchurch Women's Refuge is a feminist social change organisation that envisions and commits itself to the realisation of a just, sustainable and humane world where there is freedom, democracy, equitable distribution of resources, social justice, peace, gender equality and respect for diversity. We aim for a world where women are empowered women to find their own voice and determine their own direction and the direction of their children.

### **Mission**

Towards the promotion of women's empowerment and greater social justice, Christchurch Women's Refuge supports women and other community development actors through residential and advocacy services for women and children, networking and relationship building, marketing and communication initiatives, policy-led research, and capacity building programme.

## 2. What we do

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### Our Goal and Strategies

The goal of the Christchurch Women's Refuge services is to empower and strengthen women, children, organizations, networks and inter-agency collaborations strategic response towards the prevention of family violence.

#### The Brutal Facts

Police deal with more than 70,000 family violence calls a year but estimate that less than 20% of the incidents are reported.

- In the year to June 2008, women's refuges around New Zealand took nearly 50,000 crisis line calls and provided services to 27,118 women and children.
- Christchurch Women's Refuge assisted 840 women and children in the community in the past year and 180 stayed at it's safe house.
- It responded to 3013 police reports of family violence in 2007-2008 – more than double the number in 2000-01.
- On average 14 women and 10 children are killed by a family member each year.

*North and South, Nov 08*

In these spaces, the mandate for Christchurch Women's Refuge is no longer just in providing crisis management services. Its strategic role has evolved with the location and dynamics of women's/refuge movements, government and other key non-governmental actors. The six broad strategies are:

#### 1. Crisis management

Provide 24-hour crisis/support line, residential services and parallel community services for women and children.

#### 2. Information and Community Education

Develop and implement community education initiatives that strengthen communities to respond to family violence.

#### 3. Relationship Building & Networking:

Facilitate and participate in inter-agency community development dialogues in Canterbury and/or South island or national level between traditional and non-traditional Family Violence prevention provider.

#### 4. Research and Policy Advocacy:

Feminist framework building and knowledge production for policy advocacy on complexity areas of family violence such as prevention of family violence, psychological abuse, emotional abuse and cultural taboos.

#### 5. Marketing and Communication:

Conduct change behaviour communication and information marketing and dissemination on prevention of family violence to strengthen the inter-agency collaborations and work.

#### 6. Capacity Building:

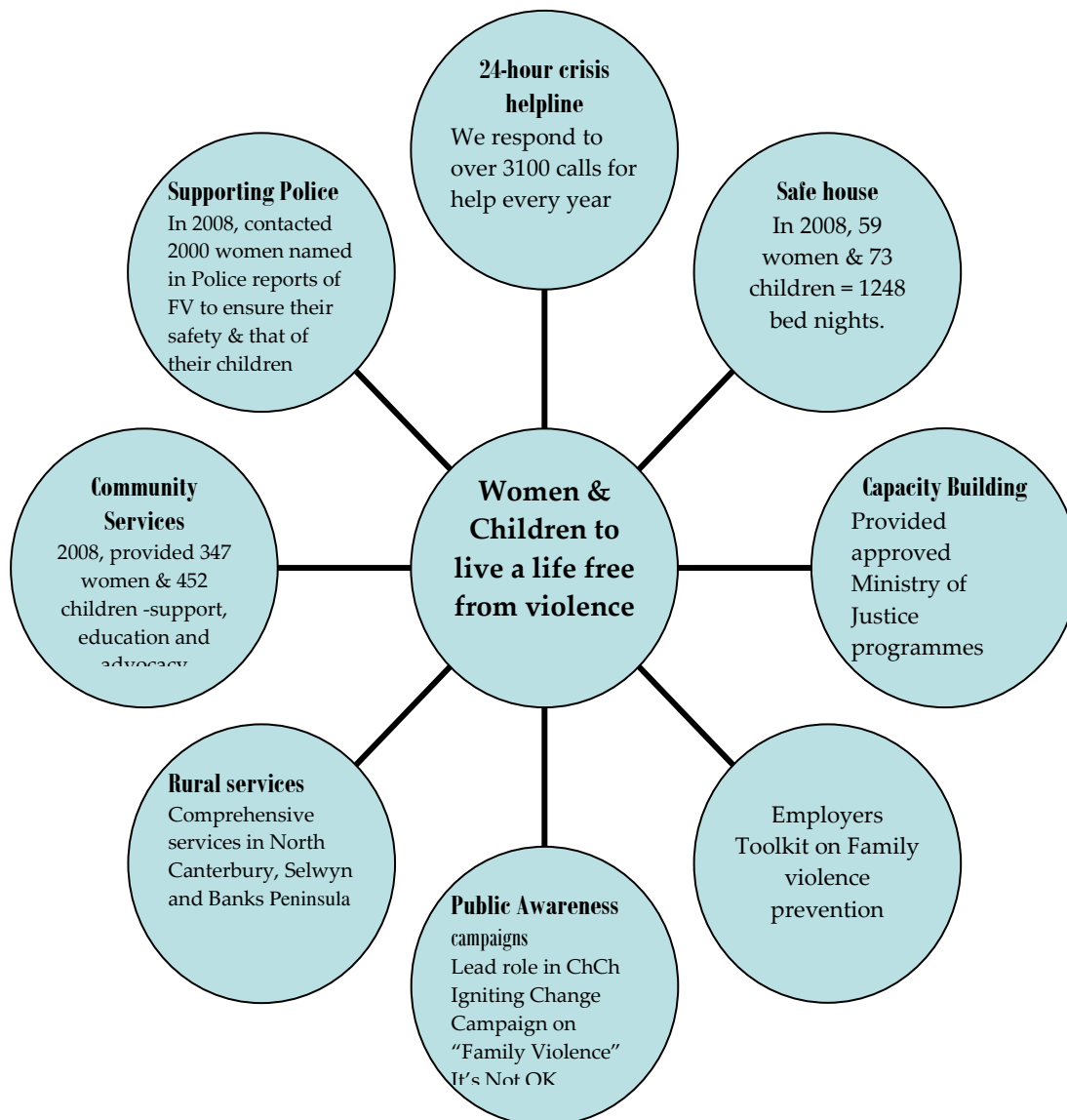
Strengthen the capacity of NGOs and other civil society actor organisations in the Canterbury region and/or South island level on delivering DV programmes from an inter-agency modality.

### 3. How we do it

#### Our track record

We are the lead agency working with women, as mothers, and children who have experienced family violence. In addition to our crisis management services, over the years we have expanded our services into the community to reach a wider client base—especially acknowledging and responding to the needs of children. We are also a

service provider for domestic violence initiatives by the Ministry of Social Development, New Zealand Police, Christchurch City Council and Ministry of Justice. In 2005, 2007 and again in 2008 we were honoured to be a finalist in the charity section of the Champion Canterbury Awards that recognized excellence in performance by Canterbury based charities.





### **Growth in our service delivery:**

Christchurch Women's Refuge is now working towards building and/or strengthening a holistic, integrated approach that focuses on PREVENTION of family and gender-based violence. Currently, a majority of national programmes and service delivery focus on mitigation or what some of have termed "the ambulance at the bottom of the cliff" approach. The move towards the national family violence prevention centre provides Christchurch Women's Refuge with the opportunity to work directly with women and various community stakeholders - NGOs, academic institutions, local government and central government - to further the current collaborative initiatives into a sustainable wrap around service for families from a prevention framework.

One of our key commitments is to respond to the call for innovative approaches that cut across racial, ethnic and cultural divides. At the heart of this, is the commitment to parallel development where framework of analysis and approach for integration is guided by the Treaty of Waitangi, human rights instruments and our feminist principles and practice.

Through our monitoring and evaluation processes, our policy-led research and projects is focused on the difficult/tenuous

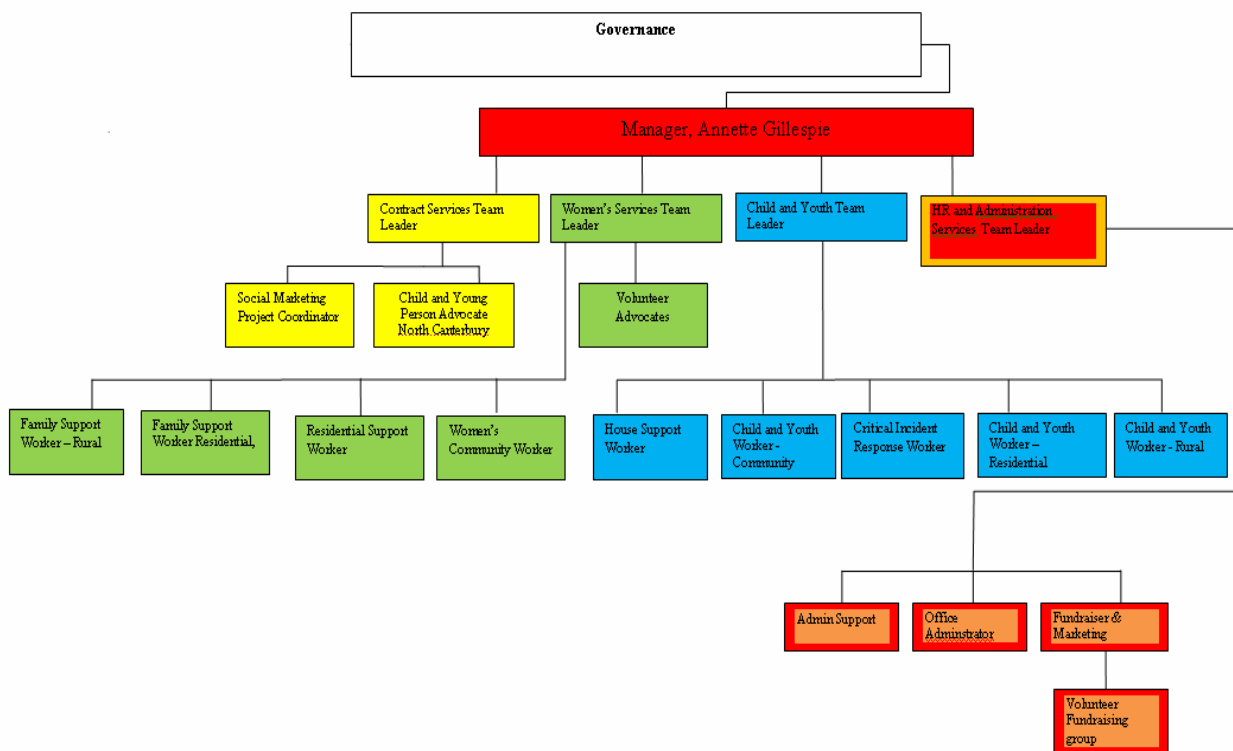
areas in the law and its interpretation/relevance such as:

- i. *Children Care and Protection Act*: where the rights and welfare of the child is often compromised due to on-going partner relationship tensions
- ii. *Domestic Violence Act*: in particular deepening an understanding on emotional and psychological abuse
- iii. With increased multiracial, multiethnic demographics of Canterbury (and the country as a whole) calls on the community providers to shift towards a cultural diversity framework as opposed to a 'political correctness' position that dilutes the services to families living with violence
- iv. Integration calls for a radical shift from the 'mix and stir' approach to one where the services are philosophically held together by the application of the Treaty of Waitangi and the human rights instruments.
- v. Re-visiting of empowerment models that prioritises *choice and diversity* options for women, children and young persons.

#### 4. Organisational Structure

In 1996, Christchurch Women’s Refuge moved from a collective organisational arrangement to a hierarchical management and governance structure. This has been significant factor in CWR’s transformation and one lauded by all staff. In 2004, Annette Gillespie took over as Manager and

instantly moved the organisation towards a more secure financial footing. Today the CWR employs 21 staff (including a full time male employee responsible for fundraising and marketing) with an annual turnover in excess of \$1M.



## 5. The Management Team

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Annette Gillespie

**Annette Gillespie – Manager.** Annette returned from overseas seeking experience before studying social work and turned up for an interview for a volunteer role at the refuge, knowing practically

nothing about the refuge or feminism

Within three years she was offered a full time job as a child advocate dealing with traumatized children. At the same time she was raising two children, completing two degrees and a diploma and had begun to rapidly learn about fundraising.

Annette has been instrumental in transforming the CWR from the days when it was inappropriate to acquire any resources that weren't second hand and being paid poorly was an accepted reality balanced by the opportunity to work with people with as sense of purpose. Over the last five years Annette has also brought CWR out from the fringe, being hidden from the mainstream for so long that had contributed to images of "a group of angry women wanting to break up families." Under Annette's leadership the CWR has become a highly regarded and visible advocate for women and children experiencing family violence. With the CWR leading the way, family violence has slowly become a community responsibility rather than a shameful reality that happens behind closed doors.

(Read more about Annette in the North and South Article, Nov 08 and download the pod cast at [www.hrdirection.co.nz/vacancies.html](http://www.hrdirection.co.nz/vacancies.html).)

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Lyn Boyd

**Lyn Boyd - Children and Youth Services – Team Leader.** Lyn originally a primary school teacher has taught at Central New Brighton, Shirley Primary and Heaton Inter. While teaching at

Westburn Primary, where just about every child in the class came from a two parent family, she came across a young boy that couldn't concentrate and was distracted but not disruptive. At a parent teacher interview Lyn asked the mother if she might be able to identify what was happening for her son. With that the mother burst into tears and told of the violence that was happening in the home environment. This information along with a radio advertisement prompted Lyn to become a volunteer for CWR in 1994 and then onto a full time position for the Agency in 1996 – 1999. Lyn has since worked for Pillars working with families affected by imprisonment, and then running a Youth Employment Project with 14-16 years olds. Lyn has facilitated Stopping Violence programmes for more than 10 years and tutored at the Christchurch College of Education as well as enjoying two stints overseas.

Lyn rejoined CWR in 2005 initially as a child and youth worker. Lyn was drawn by the opportunity to work with children affected by domestic violence and "a licence to put ideas forward and have the

opportunity to run with them with only positive from support the management team". Lyn considers Annette a highly respectful and visionary manager that supports others creativity.

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Chris Royal

**Chris Royal –  
Women's Services  
- Team Leader.**

Supporting others is in Chris' blood. Initially she supported her father to set up and run the Vincentian Recovery Centre, a residential drug treatment facility

and she's also assisted her daughter run a house for the intellectually disabled.

Able and prepared to put her hand to anything Chris has also worked for hotels and a film company. In 2000 while raising four children she responded to a radio advert and started with the Refuge as a volunteer and then into part time work and proceeded to gain experience in practically every conceivable role. Four months ago Chris became Women's Services Team Leader.

Chris finds every day inspiring and loves being part of a team that believes in what they are doing and supports each other every step of the way. Chris believes the work requires you to be non-judgemental and empathetic. I think I am so lucky to

work here with such amazing people.... Annette is fantastic, she's brave and she gets results".

Chris has four grandchildren, two in Christchurch and has recently reunited with a much loved 14 year old foster child that has been living in the North Island for the last four years.

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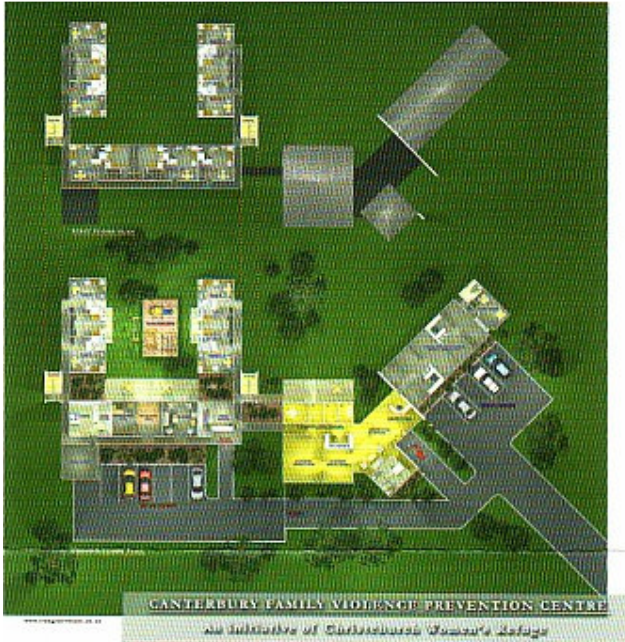
Raijeli Nicole

**Raijeli Nicole,  
Contract Services  
- Team Leader.**

Raijeli joined CWR in March 2008. Originating from Fiji, Raijeli arrived in Christchurch in December 2007 fresh from her role

as Executive Director of Isis International in Manila, Philippines. Isis is an international feminist media organisation. Previously, Raijeli worked at the Fiji Women's Rights Movement and for Oxfam NZ. As a relatively new team member Raijeli admires the way the CWR is able to grow and strengthen in the face of adversity and is in awe at the way staff at the coal face with such diverse backgrounds in counselling, psychology and social work. Raijeli is excited by the challenges ahead including the need to maintain fundamental feminist principles while embracing change and not getting bogged down with the detail.

## 6. Future Strategic Direction



At the 35<sup>th</sup> Anniversary of the Christchurch Women's Refuge, hosted at the Christchurch Art Centre in September 2008, the plans for a \$10M multi purpose National Family Violence Prevention Centre were unveiled. Annette Gillespie declared it was time to come out from behind the doors of a discrete central city office. The new site will have a street frontage and house both prevention and emergency services.

Moving away from the safe house model and into an open location reflects research which supports CWR's experience that family violence doesn't happen in public. Family violence is something that happens This is a new position driven by recent growth and recognition of the specialist skills required to professionally manage these key areas.

While the incumbent will report to the manager, this is a management role with significant technical, staffing and financial

behind closed doors. The multi-purpose centre will consist of secure accommodation, specialised counseling and administration facilities.

The Centre is the Christchurch Women's Refuge response to Canterbury communities demand and vision for effective change in the content and delivery of integrated domestic violence prevention services. This is the clear message of the centre's feasibility study conducted by Dr. Elizabeth Gordon (2007). The Centre is envisioned as a community collaborative project that is conceptualised and set up by the providers in domestic violence prevention services.

The establishment of the Centre in New Zealand follows in the footsteps of other innovative global initiatives such as the North County Family Violence Prevention Center (NCFVPC), San Diego [[http://www.sdsheriff.net/CID/services\\_dvn\\_cfvpc.html](http://www.sdsheriff.net/CID/services_dvn_cfvpc.html)], the Family Violence Prevention Centre, Orange County North Carolina [<http://www.fvpcoc.org/index.shtml>], Family Violence Prevention Centre, Greene County [<http://www.fvpcgc.org>]

## 7. Team Leader - HR & Admin/ Finance

responsibilities. It is a position of considerable autonomy and provides a huge opportunity to make your mark. Annette's preference is to recruit capable and ambitious staff that are seeking responsibility and the opportunity to lead, take risks and learn from their experiences.



This position will be busy and challenging from day one, but also incredibly fulfilling.

The CWR is often misunderstood and is continually battling to communicate its role as an agent of social change, to uphold family violence as a community responsibility and to demystify distorted perceptions of its history, purpose, and objectives. As a team leader, the incumbent will be expected to be a public advocate for the CWR.

The success of the CWR has and will continue to depend on the passion and commitment of its paid and volunteer staff. Refuge workers come from a wide range of backgrounds, with varying motivations and attributes. Ensuring new staff do not just have passion and a belief in the CWR's vision but also the attributes and commitment to make a meaningful contribution, will be a critical and ongoing challenge.

Given the responsibilities this role entails the CWR is seeking only applicants that are prepared to make a serious commitment, e.g. at least two years, ideally significantly longer. If you are seeking a short term role of 18 months or less this might not be the position for you.

This position would ideally have a salary band of \$60-80K. Unfortunately, while some government and local council contracts provide some stability, the CWR is still hugely dependent on fundraising and community grants. **The current salary band is therefore a more modest \$50-55K.**

## 8. Skills and Attributes Required

It is essential that the incumbent shares in the CWR's vision and philosophy. This is so fundamental it is not negotiable and will be keenly assessed throughout the recruitment process.

The new incumbent is not only responsible for HR but also administration and finance. While the ideal applicant will be strong across all three domains, we appreciate this is a big ask and so the essential requirement is a high level of skill and expertise in human resources. Limited knowledge and experience in admin and/or finance might not necessarily be a 'show stopper' if the incumbent has a genuine willingness to learn and a desire to up-skill in those areas.

The CWR appreciates the importance of supporting its staff and the incumbent will be extremely well supported especially initially as they come up to speed.

Working in the field of domestic violence presents a range of unique and often highly emotional challenges. The incumbent therefore needs to be genuinely optimistic with an enduring belief in the vision of the CWR and the potential for change.

The IT responsibilities of this role will require applicants to have at least a strong general knowledge of common software and applications, e.g. Word, Excel, etc. but ideally also some systems/hardware knowledge. Again, a lack of knowledge in this area can be compensated by a desire and the confidence to acquire the required expertise.

## 9. Practical Exercise

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An essential part of the recruitment process is to demonstrate your ability to meet key criteria. Please create a new document by saving the practical exercise template from the website, completing it and renaming it Practical Exercise <first name> <last name>. e.g. "Practical Exercise – Sally Brown" and upload with your CV and cover letter. **Applicants that do not submit the practical exercise are unlikely to be successful in demonstrating sufficient ability to operate in this position.** We anticipate you will spend approximately 20 minutes completing this exercise and thank you for taking that time. (Feel free to use bullet points or short sentences.)

### Scenario:

You are the new incumbent in your first week at the CWR. A team leader has a staff member that has been with the Refuge for six months. Initially she was a committed and capable employee but over the last three weeks she has been getting to work late, she has missed appointments and recently commented that an important report that was four days over due was "a waste of time anyway". There have also been murmurings from two of her colleagues that "she's not pulling her weight".

1. What are the issues you need to consider? (no more than 70 words)

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2. In order to resolve this situation, what would you do next? (no more than 80 words)

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## 10. Submitting an Application

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To apply for this position please complete the online application form at:  
[www.hrdirection.co.nz/vacancies.html](http://www.hrdirection.co.nz/vacancies.html)

Please attach three Microsoft Word documents

1. Your cover letter
2. Your curriculum vitae
3. Your answers to the scenario above (the practical exercise).

Your curriculum vitae should include recent work experience, evidence of relevant skills, attributes and any qualifications, as well as answers to the scenario questions above. Please address your cover letter to Annette Gillespie explaining **why** you are interested in this position.

(Additional tips on CV preparation at [www.hrdirection.co.nz/cvprep.html](http://www.hrdirection.co.nz/cvprep.html) )

If it is not possible to apply online you can post your application to:

Christchurch Women's Refuge Application  
c/o HR Direction,  
P.O. Box 1079  
CHRISTCHURCH

Queries to [simon@hrdirection.co.nz](mailto:simon@hrdirection.co.nz) in the first instance or phone Simon, at 977 1972 but please read all the information contained in this document first.

**Applications close 5pm, Wednesday 18 February 2008**

You will be updated on the status of your application no later than **5pm, Friday 20 February 2009**.

We sincerely thank you for your interest and the time you have taken to apply.

*Simon Panckhurst*

Recruitment Consultant  
for Annette Gillespie, Manager  
Christchurch Women's Refuge