

CLA Practice & Operations Manager

Recruitment Pack | August 2026

18 August 2026

Dear Applicant,

Thank you for your interest in the position of CLA Practice & Operations Manager at Community Living Association (CLA).

Social Work qualification and senior practice leadership experience are essential.

This application kit includes the information applicants need to understand the role, CLA's practice context, and how to apply.

Application kit contents

- Application instructions and selection questions
- Role Description — CLA Practice & Operations Manager
- Risk Assessed Role Proforma
- Trauma, Vicarious Trauma, Burnout and Self-Care Policy and Procedure

About Community Living Association

Community Living Association Inc. is a non-government community organisation established in 1989 to work with young people aged 18 to 25 with developmental disabilities, particularly intellectual disability. CLA has expanded its work to include young people at risk of homelessness or early school leaving, young people in and post Out of Home Care, and vulnerable people excluded from the workforce.

CLA works to build a community where all people are included and valued, using a capacity-building practice framework. CLA values relationship based practice and organisational development driven by the needs of constituents, young people and families.

CLA works in ways that are:

- respectful, kind and supportive of people's control over their own lives
- flexible, innovative, responsive and hopeful
- cooperative, collaborative and open to feedback
- committed to challenging and changing society through political action

The opportunity

CLA is seeking a values-led, experienced Social Work leader to provide senior leadership across organisational operations, workforce support, practice quality, and operational compliance, risk management and continuous improvement.

The Practice & Operations Manager supports the CEO and Team Leaders to deliver high-quality supports to constituents, young people and families. The role acts as second in charge to the CEO and may act in the CEO role when the CEO is on leave or unavailable.

Employment conditions

- Position: CLA Practice & Operations Manager
- Employment type and hours: Permanent, Full Time

- Remuneration: SCHADS Award level 7
- Location: 5 Nundah Street, Nundah QLD 4012, visiting other sites and flexible work requirements as needed
- The role includes participation in the on-call roster and flexibility to respond to organisational needs
- Not-for-profit salary packaging is available

Benefits of working at CLA

- Senior leadership role in a values-led community organisation
- Opportunity to strengthen practice, quality, systems and workforce development across CLA
- Regular supervision with the CEO and access to professional development
- Collaborative work with experienced Team Leaders and a committed workforce
- Work grounded in developmental, relationship-based, capacity-building and social justice practice

Further information

- Appointment will be subject to the successful applicant holding, or being eligible to obtain, a working with children Blue Card and NDIS worker screening.
- The successful applicant must provide evidence of completion of the NDIS Worker Orientation Module “Quality, Safety and You”.
- The role requires an ability to maintain confidentiality and work within CLA policies, procedures, delegations and statutory obligations.

Application process

To apply for the CLA Practice & Operations Manager position, please submit the following documents:

- Curriculum Vitae. Please include the name, position and contact details of three referees who can comment on your work.
- Cover letter addressing the selection questions below. Please include examples to illustrate your practice and leadership experience.

Applications with no response to the questions below will not be considered.

Selection questions

1. Describe your practice framework and how it aligns with developmental, capacity-building, rights-based and person-centred practice.
2. Give an example of how you have supported safe, ethical and high-quality practice in a complex human services setting.
3. Describe your experience providing professional supervision and supporting workforce capability, performance development and staff wellbeing.
4. Describe your experience with operational leadership, quality improvement, operational risk management and compliance, audits or organisational systems.
5. How do you support teams through complexity, conflict, change or high-risk practice situations?
6. Please confirm that you hold, or are eligible to obtain, a Blue Card, NDIS Worker Screening Clearance, NDIS Worker Orientation Module certificate, and Drivers Licence required for the role.

Where to send applications

Please forward applications in writing to:

- Tania Lawrie, CEO
- Community Living Association
- Email: reception@communityliving.org.au

Community Living Association is committed to creating inclusive and safe workplaces. We encourage applications from Aboriginal and Torres Strait Islander peoples, people with disability, LGBTIQA+ people and people from culturally and linguistically diverse backgrounds.

Applications close: COB 03/09/2026. Shortlisted applicants will be contacted for interview. If you would like further information about the role, please contact Tania Lawrie on 07 3266 5633 or tlawrie@communityliving.org.au.

Community Living Association

ROLE DESCRIPTION

CLA PRACTICE & OPERATIONS MANAGER

Organisational Context

Community Living Association Inc. is a non-government community organisation established in 1989. CLA works with people with developmental disabilities, young people at risk, young people in and post Out of Home Care, and people excluded from the workforce.

CLA works alongside constituents, young people, families, volunteers and community members to build inclusion, relationships, capacity and self-determination. CLA's work is values-led, developmental, rights-based, person-centred and responsive to people experiencing marginalisation and disadvantage.

Purpose of Position

The CLA Practice & Operations Manager provides senior leadership across organisational operations, workforce support, practice quality, quality and compliance implementation, operational risk management and continuous improvement.

The role supports the CEO, Team Leaders and staff to deliver high-quality, values-led supports, translates strategic direction into effective operational practice, and acts as second in charge to the CEO.

Key Objectives

- support safe, ethical, high-quality and values-led practice across CLA;
- strengthen operational systems, procedures, workflows, quality, operational compliance and operational risk management within delegated authority;
- support and supervise Team Leaders with workforce capability, recruitment, induction, performance, staff wellbeing and team culture;
- provide advice on complex practice, staffing, operational and organisational matters; and
- support accountability to constituents, funders, regulators, the Board and the broader community.

Characteristics and Features of the Role

1. The role operates under limited direction and contributes to organisational decision-making, procedures, program development, quality systems and workforce development.
2. The role may hold delegated authority from the CEO, including operational decisions, workforce and performance management support and acting as CEO when required.
3. The role balances operational accountability with CLA's developmental, relational and capacity-building practice approach.

Duties and Responsibilities

1. Practice Leadership and Quality of Work with Constituents

The CLA Practice & Operations Manager will oversee and strengthen the quality of work with constituents, young people and families by:

- promoting person-centred, rights-based, trauma-informed, disability-informed, culturally safe, developmental and capacity-building practice;
- providing practice advice, consultation and support for complex situations, including balancing safety, dignity of risk and self-determination;
- developing and reviewing policies, procedures and resources that strengthen practice quality;
- supporting reflective practice, cross-team learning, documentation and evidence-informed approaches;
- supporting Team Leaders to manage feedback, disputes, complaints, critical incidents and serious practice matters within delegated authority; and
- ensuring learning from complaints, incidents and reviews informs continuous improvement.

2. Operational Leadership and Organisational Coordination

The CLA Practice & Operations Manager will provide operational leadership across CLA by:

- supporting the CEO with day-to-day organisational operations and delegated operational improvement projects;
- working with Team Leaders to ensure programs are coordinated, responsive and accountable;
- leading operational planning and implementing operational plans, systems, procedures and workflows;
- identifying operational gaps, duplication, risks and inefficiencies, and support business continuity and sustainability planning; and
- preparing reports, updates and recommendations for the CEO, leadership team, Board or subcommittees as required.

3. Workforce Leadership, Supervision and Development

The CLA Practice & Operations Manager will provide workforce leadership and supervise Team Leaders by:

- supporting workforce planning, staffing structures, role descriptions, recruitment, onboarding, probation and exit processes within delegated authority; and approving or recommending professional development within budget;
- supporting Team Leaders to recruit, induct, supervise, develop and manage staff consistently and fairly;
- inducting, providing supervision to, and conducting annual performance reviews of Team Leaders;
- supporting conflict resolution, staff wellbeing, performance management and dismissal processes in consultation with the CEO and within legal and policy requirements;
- identifying workforce capability gaps and supporting targeted training and professional development; and
- promoting a culture of reflection, accountability, collaboration, learning and care.

4. Quality, Compliance and Continuous Improvement

The CLA Practice & Operations Manager will strengthen CLA's quality improvement system by:

- leading the implementation and day-to-day use of CLA's continuous quality improvement system;
- working with the Compliance Officer to monitor quality, compliance, audit actions and improvement opportunities;
- ensuring Managers and Team Leaders complete corrective and quality improvement actions within agreed timeframes;
- supporting internal audits, self-assessments, external audits and audit readiness, including operational responses to audit findings and compliance issues;
- using complaints, incidents, audit findings and feedback to improve practice and systems;
- supporting policy and procedure development, review and implementation, while the Compliance Officer maintains policy registers, review schedules, version control and approval records; and
- supporting operational compliance with relevant legislation, standards, funding agreements, organisational policies, NDIS Practice Standards, HSQF, Child Safe Standards, WHS, privacy, the SCHADS Award and National Employment Standards.

5. Risk, Safety and Incident Management

The Practice & Operations Manager provides operational oversight of incidents, complaints, service quality concerns and workforce risks, and escalates significant organisational risks to the CEO by:

- identifying, monitoring and responding to practice, operational and workforce risks within delegated authority;
- supporting Team Leaders to assess and manage risk, including critical incidents and serious practice concerns;
- providing operational oversight of incidents, ensure incidents are documented, reviewed, followed up and escalated to the CEO where required;
- supporting WHS compliance and safe, ethical, lawful and developmentally appropriate responses to risk; and
- balancing constituent safety with rights, autonomy, dignity and relational practice.

7. Stakeholder, Partnership and Sector Engagement

The CLA Practice & Operations Manager will support CLA's relationships and external engagement by:

- representing CLA in meetings, networks, forums and partnerships as delegated by the CEO;
- supporting effective relationships with funders, partners, community organisations, sector representatives and other stakeholders as delegated by the CEO;
- supporting collaborative practice across disability, youth, homelessness, child protection, education and community sectors;
- promoting CLA's values, practice framework, social justice commitments and advocacy work.

8. Strategic Planning, Organisational Culture and Governance Support

The CLA Practice & Operations Manager will support organisational leadership by:

- participating in strategic planning, organisational development, culture-building and change processes;

- supporting the CEO with Board delegations, reports, papers and implementation of relevant Board and CEO decisions within delegated operational authority;
- attending Board and Subcommittee meetings as required;
- act as second in charge to the CEO and act in the CEO role when delegated; and
- participate in the on-call roster.

Delegations and Authority

The CLA Practice & Operations Manager may have delegated authority to:

- make operational decisions, provide practice direction, provide operational oversight of critical incidents, and implement policies, procedures and quality improvement actions within approved delegations;
- represent CLA externally and act as CEO during CEO leave or absence within agreed delegations.
- approve operational matters within delegated authority but does not hold accountability for Board governance, organisational compliance, organisation-wide risk management, financial management, policy approval, compliance register administration or document control.

Matters involving significant financial, legal, reputational, industrial, strategic or safeguarding risk must be escalated to the CEO.

Key Relationships

Internal

- CEO
- Finance Manager
- Team Leaders
- Frontline workers
- Administration and finance staff
- Board and Subcommittees
- Volunteers and students

External

- Constituents, young people and families
- NDIS Quality and Safeguards Commission
- Human services, disability, youth, homelessness and community sector partners
- Universities and training providers
- Legal, HR, industrial relations and clinical/practice advisors
- Community members and advocacy networks

Requirements of Position

Qualifications, Skills and Knowledge

Essential

- Tertiary qualification in Social Work with relevant practice experience.
- Demonstrated ability to provide professional supervision to Social Work, Human Services and community sector professionals.
- High-level knowledge of disability, youth, homelessness and Out of Home Care sectors, including developmental, capacity-building, rights-based, person-centred and trauma-informed practice.
- Sound understanding of compliance, WHS, industrial obligations, SCHADS Award and National Employment Standards, or capacity to quickly acquire this knowledge.
- Experience in operational leadership, workforce development, quality improvement, audit readiness, organisational systems, risk, conflict and change.
- High-level communication, analytical, problem-solving, decision-making and prioritisation skills.
- Respect for diverse identities and backgrounds, and commitment to social justice, human rights, advocacy and CLA's practice frameworks.

Desirable

- Postgraduate qualification in leadership, management or a related discipline.
- Senior leadership experience in a medium-sized not-for-profit organisation.
- Experience with implementing NDIS, HSQF, and Child Safe Practice Standards, and accreditation or external audit processes.
- Training or experience in reflective practice, supervision, coaching, practice leadership or acting in senior delegated roles.

Operational Requirements

The CLA Practice & Operations Manager must hold or be willing to obtain and maintain:

- NDIS Worker Orientation Module certificate of completion;

- NDIS Worker Screening Clearance;
- Blue Card Working with Children Check;
- current driver licence.;
- ability to participate in the on-call roster;
- ability to work flexibly to respond to organisational needs.

Accountability

- The CLA Practice & Operations Manager is accountable to the CEO and works within CLA policies, procedures, delegations and statutory requirements.
- Regular supervision will occur with the CEO in line with CLA's Staff Supervision and Staff Development Policy.
- The role is expected to model CLA values, professional ethics, confidentiality, accountability and respectful workplace behaviour, and contribute to continuous improvement and organisational learning.

Key Performance Indicators

Practice Quality

- Staff and Team Leaders receive timely, useful and values-aligned practice support.
- Practice concerns, complaints and incidents are responded to appropriately.
- Evidence of reflective practice, learning and improved outcomes for constituents.

Operational Effectiveness

- Organisational systems, procedures and workflows are clear, coordinated and effective.
- Team Leaders are supported to manage day-to-day operations.
- Operational issues are identified early and addressed in consultation with the CEO.

Workforce Capability

- Team Leaders receive regular supervision and support.
- Recruitment, induction, probation and performance processes are implemented consistently.
- Staff capability, confidence and accountability are strengthened.

Quality and Compliance

- Operational audit actions, external audit responses and quality improvement actions are completed or escalated within required timeframes.
- Incidents, complaints and feedback lead to documented improvements.
- Operational compliance obligations are implemented, monitored with the Compliance Officer and escalated as required.

Leadership and Culture

- The role contributes positively to CLA's leadership culture.
- Cross-team collaboration and communication are strengthened.
- CLA's values, developmental practice and social justice commitments are promoted.

Risk Assessed Role Proforma

Question	Response
Does the role perform Specified Service or Support as per NDIS list? Which category does it fall under?	Yes. The role provides senior practice, operational and management oversight of services and supports delivered to NDIS participants.
Consider the amount of contact and opportunities the role requires to do harm.	The role may have direct and indirect contact with constituents, young people and families. There is risk of exploitation or harm due to the inherent power and authority of the position. The role also has influence over staff practice, incident responses, complaints, service decisions and organisational systems.
Does the role provide access to confidential constituent information?	Yes. The role has access to confidential constituent, worker and organisational information, including information stored in SharePoint, Brevity, CTARS and other organisational systems.
Does this role require a safety clearance? Blue Card	Yes.

Does this role require a NDIS Worker Screening Clearance?	Yes.
Role assessment completed by	Name: Eden McNamara Practice Manager
Date	10/08/2026

Community Living Association

POLICY AND PROCEDURES

Trauma, Vicarious Trauma, Burnout and Self-Care

PREAMBLE

Work in community services and at CLA can be stressful and tiring as well as fulfilling and rewarding. The work at CLA can also involve working with people who have experienced trauma and may be experiencing trauma on a continuing basis. Work at CLA can also at times include involvement in situations where workers (paid staff) and volunteers may feel personally threatened. This happens rarely but can happen.

CLA identifies these potentials not as a way of deterring people from working in the organisation but as a reality which people should be prepared for.

We encourage prospective workers, including students at CLA to reflect on their personal history of trauma and whether it is something they consider in their self-care plans. Prospective workers are encouraged to reflect on how they will plan for an appropriate work/life balance, monitor their sleep and self-care plans; if you are successful in being offered a position at CLA we will support you to reflect on these matters.

POLICY

CLA recognises the potential for burnout, vicarious trauma and trauma impacts of this work and will work with its workers to maintain appropriate self-care.

PROCEDURE

- CLA will take proactive measures to reduce the impacts of trauma, vicarious trauma and burnout by providing regular supervision, team building opportunities, team meetings and professional development.
- Applicants for work at CLA will receive a copy of this policy and procedure as part of the Application Pack – included in Recruitment Checklist.
- Interview processes will include questions related to potential for exposure to vicarious trauma and trauma.
- This policy will be included in Induction Checklist.
- Supervision will include checking with workers on self-care plans and strategies. This will be written into every supervision agreement. (See Supervision Agreement)
- Workers are encouraged to consult resource material on burnout/vicarious trauma and trauma/self-care and sleep hygiene. (See Related Documents)

- Team Leaders and workers are reminded that if there are concerns about worker safety then safety plans need to be established. (See Section 2.15 Safety Policy)
- It is not an expression of personal failure for workers to experience fatigue, apprehension or distress. It can be a natural reaction to stresses on the job. We encourage workers to be open about these feelings with their supervisor.
- Where workers are experiencing negative impact due to the work, team leaders will engage with them around remedial actions. These may include self-care plans, safety plans, counselling, critical incident responses, disengagement from certain situations.
- Where a worker is experiencing, or is at risk of experiencing burnout, vicarious trauma or trauma (eg. Following a critical incident) they may request or be offered up to 3 counselling sessions with an external social worker or psychologist. Where this is considered beneficial to the work, the worker and their team leader will seek approval from the Coordinator or the Practice Manager. Where approved by the Coordinator or Practice Manager, CLA Inc will pay the reasonable cost of the sessions and the workers hours to attend. Where these sessions occur outside of the workers ordinary hours, they are entitled to take the hours as Time off in Lieu / flex time at one to one ordinary hours.
- Where a critical incident has impacted multiple workers or teams, the CLA Coordinator or Practice Manager may contract an external provider (eg. A Social worker or psychologist) to provide a group debrief and / or group supervision session with the impacted workers or teams.

RELATED DOCUMENTS

- <https://vikkireynolds.ca/resisting-burnout/>
- [10 Phrases you hear in resilient families](#)
- [10 Reasons You Should Stop Working Long Hours Today](#)
- [Self-Care Plans and Well Being Scales](#)
- [SMART Selfcare Template](#)
- [Top Up Sheet - Healthy Mind Platter](#)
- [Vicarious Trauma](#)
- [What About You A Workbook For Those Who Work With Others](#)
- [10 Resilience and Bounce Back](#)